GREENSLEEVES HOMES TRUST

England & Wales · Charity number 1060478

Details

Status	Registered
Legal form	Charitable company
Company number	03260168
Registered	1997-02-03
Register	View on the Charity Commission register

Contact

Address	Greensleeves Homes Trust 138 Cheapside London EC2V 6BJ
Phone	02077931122
Email	headoffice@greensleeves.org.uk
Website	www.greensleeves.org.uk

Activities

Objects: (A) THE RELIEF OF PERSONS WHO ARE IN NEED BY REASON OF AGE, ILL-HEALTH OR DISABILITY BY THE PROVISION, OR ASSISTANCE IN THE PROVISION, OF ACCOMMODATION AND ASSOCIATED FACILITIES, SERVICES AND AMENITIES OR BY SUCH OTHER MEANS AS MAY BE CHARITABLE.(B) SUCH OTHER PURPOSES FOR THE BENEFIT OF THE COMMUNITY AS SHALL BE EXCLUSIVELY CHARITABLE;IN EACH CASE FOR THE PUBLIC BENEFIT.

Activities: The provision of nursing and residential care, comfort and security to elderly men and women, at an economic price that reflects our charitable status.

Classification

- **How:** Provides Services
- **What:** Accommodation/housing
- **Who:** Elderly/old People

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Geography

- Throughout England

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£89,126,165	£95,252,184	£39,966,582	1845
2024-03-31	£79,970,498	£84,481,619	£35,306,765	1699
2023-03-31	£65,154,953	£81,087,795	£39,817,830	1542
2022-03-31	£53,662,254	£58,753,085	£31,945,676	1422
2021-03-31	£47,864,794	£51,410,446	£37,036,563	1407

Trustees

Name	Role	Appointed
Kevin Andrew Richmond	Chair	2024-11-28
Andrea Louise Willimott		2023-11-16
Antony Christie		2024-05-16
Maria Brigid Townson		2018-11-21
Michael Edward Lowe		2024-05-16
PATRICK CHARLES GORDON SPENCE		2018-05-17

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GREENSLEEVES HOMES TRUST

England & Wales - Charity number 1060478

Accounts

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GREENSLEEVES HOMES TRUST

ANNUAL REPORT AND CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2025

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GREENSLEEVES HOMES TRUST

**(A Company limited by Guarantee not having a share capital –
Company Registered Number 03260168)**

(Charity Registration Number 1060478)

ANNUAL REPORT AND CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2025

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GREENSLEEVES HOMES TRUST

ANNUAL REPORT
YEAR ENDED 31 MARCH 2025

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GREENSLEEVES HOMES TRUST

LEGAL AND ADMINISTRATIVE DETAILS

(A Company limited by Guarantee not having a share capital – Company Registered Number 03260168)
(Charity Registration Number 1060478)

TRUSTEES

Mr D Bryan
Mr A Christie (appointed 16 May 2024)
Ms K Davies (resigned 15 May 2025)
Mr C Doherty (appointed company director 6 February 2025 but not charity trustee)
Mr M Foster (resigned 15 May 2025)
Mr D P Kelly OBE (resigned 15 May 2025)
Mr M Lowe (appointed 16 May 2024)
Ms A Morris (resigned 18 May 2025)
Ms D Pounds (Chair - resigned 15 May 2025)
Mr A Richmond (appointed 28 November 2024, Chair from 16 May 2025)
Mr M Shaha (resigned 15 May 2025)
Mr P C G Spence
Ms M Townson
Ms A Willimott

COMPANY SECRETARY

Ms T Omoma

CHIEF EXECUTIVE

Mr C Poole

KEY MANAGEMENT PERSONNEL

Ms J Clarges – Director of Quality and Compliance
Mr C Doherty – Chief Financial Officer
Ms S King – Director of Business Development
Ms T Omoma – Director of Human Resources and Company Secretariat
Ms T Nelson – Divisional Director – North
Ms M Whittingham – Divisional Director – South
Ms S Weller – Director of Digital Transformation

REGISTERED OFFICE

138 Cheapside
London
EC2V 6BJ

STATUTORY AUDTOR

Grant Thornton UK LLP
8 Finsbury Circus
London
EC2M7EA

INTERNAL AUDITOR

RSM UK
2nd Floor East West Building
2 Tollhouse Hill
Nottingham
NG1 5FS

BANKERS

Lloyds Bank Plc
2nd Floor
39 Threadneedle Street
London EC2R 8AU

SOLICITORS

Wilsons Solicitors LLP
4 Lincoln's Inn Fields
London
WC2A 3AA

DAC Beachcroft LLP
Number One Welcome Building
Avon Street
Bristol
BS2 0PS

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GREENSLEEVES HOMES TRUST
REPORT OF THE BOARD OF TRUSTEES
(INCORPORATING THE REPORT OF THE DIRECTORS AND THE STRATEGIC REPORT)
FOR THE YEAR ENDING 31 MARCH 2025

The Trustees, who are the directors for the purposes of the Companies Act 2006, present the report and financial statements of Greensleeves Homes Trust ("the Trust"/ "the Charity") for the year ended 31 March 2025. The Trustees confirm that the annual report and financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic or Ireland (FRS 102) (effective 1 January 2019).

Strategic Report Year Ended 31 March 2025

Aims

Greensleeves Homes Trust is a charitable organisation providing care and accommodation for older people, primarily by operating residential and nursing homes in the South and East of England.

Our mission is to deliver high-quality care to older people in England. Our values of Respect, Openness, and Responsibility support us in achieving this.

Charitable Objectives and Activities

The objects of Greensleeves Homes Trust as defined by its Memorandum and Articles of Association are:

- The relief of persons who are in need by reason of age, ill-health or disability by the provision, or assistance in the provision, of accommodation and associated facilities, services and amenities or by such other means as may be charitable.
- such other purposes for the benefit of the community as shall be exclusively charitable.
  in each case for the public benefit.

The Trustees have had regard to the Charity Commission's guidance on public benefit when reviewing the charity's aims and objectives and planning future activities to meet these.

Greensleeves Homes Trust meets these objectives through the provision of residential, dementia and nursing care, in care homes across the South and East of England. Care is offered uniformly, regardless of resident background or financial situation. We operate a Home for Life policy, which commits to continuing to provide care for private residents who through financial depletion become eligible for Local Authority funding. This offers reassurance to residents and relatives that a home with Greensleeves is a home for life for as long as we can continue to safely meet their needs.

The Trust's strategic goals are:

- Quality First: Embed continuous quality improvement across our homes to deliver ever-improving person-centred care and safe working conditions.

- Empowered People: Retain over 80% of our colleagues through an inclusive culture, inspiring learning and development programmes and promoting a gold standard employee experience.
- Growing Sustainably: Expanding our charitable impact to more residents in a viable, green and affordable manner.

In order to progress towards these goals, the Trust has entered a period of stabilisation, pausing development activity to focus on the enhancement of current services and strengthening of underlying cash generation. Specific actions and targets include:

- A review and reduction of staffing costs, aligning them with current best practice (L&B 24/25) to facilitate effective working and increased care quality
- Development of the provision of activities to meet the needs of all residents.
- Recruitment, retention and development of high-quality care and support colleagues.
- Investing in exceptional care, increasing the proportion of homes with Care Quality Commission ratings of Good or Outstanding.
- Implementation of new technological solutions for increased efficiency and accuracy.

- Promoting our Home for Life policy, which supports residents who experience financial depletion whilst in our care.

Long term aims include the continuation of the Trust's development programme, through careful property portfolio adjustment and expansion.

The Trust measures success against its objectives through various Key Performance Indicators, including CQC ratings, carehome.co.uk ratings, colleague turnover, occupancy, CQC registered beds, and funded resident percentage.

As at 31 March 2025, we had facilities across the group to care for up to 1,275 residents across 28 homes, consistent on prior year.

Our services continue to be highly rated by residents, family and friends. Any surpluses generated by the Trust's activities are reinvested into the maintenance and improvement of our homes and services, including supporting our Home for Life policy.

Achievements and Performance

During the year, the charity continued to provide high-quality care to residents across its homes. customer feedback surveys demonstrated consistently high levels of satisfaction with the care and support provided.

February 2025 saw Paul Newman step down as Chief Executive of Greensleeves Care after 12 years. Chris Doherty, CFO, stepped into the Chief Executive role on an interim basis whilst recruitment of a permanent post holder was undertaken, and the Charity welcomed Chris Poole as new Chief Executive in August 2025.

Occupancy levels:

Occupancy levels increased over the year, from 1,056 residents at March 2024 to 1,076 residents at March 2025. At year end, 17 of our homes were operating with occupancy levels above 90%. However, occupancy remained below budget throughout the year, with several homes struggling with local market conditions, and building works affecting available rooms at one site.

Colleague retention and use of agency support:

We are proud that our colleague retention remains strong, averaging 20% across the year, being below the average turnover across the care sector of 25% (Skills for Care report 2024). We also maintained our Living Wage accreditation, ensuring that colleagues are fairly renumerated and ensuring we remain an attractive employer.

We have continued to implement schemes across the Trust to reduce dependence on agency staff, including technological solutions to aid the filling of vacant shifts by existing staff.

Uptake has been mixed across the estate, with several homes using little or no agency staff during the year. However, local recruitment market conditions have proven challenging in a few homes, resulting in heavier reliance on agency staff to maintain safe services. 44% of expenditure on agency staff during the year arose from just three homes.

To address staffing challenges, we continue to review recruitment capacity at a home level to support efficient application processing. We also continue to promote an agency booking tool, which helps to ensure value for money by using select suppliers at pre-agreed rates.

CQC ratings:

At year end, 20 of our homes have a CQC rating of Good, two are rated Outstanding, five were rated Requires Improvement, and one was yet to be inspected.

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Reputation:

We measure our reputational performance by referencing feedback from residents and relatives, ratings on external websites such as carehome.co.uk and through the receipt of industry awards. At year end, the Trust had a group score of 9.6 out of 10 on carehome.co.uk.

During the year, Greensleeves Care has achieved a 'Top 20 Large Care Home Group' Award from leading online care home directory, Carehome.co.uk, for the eighth year running. The annual Carehome.co.uk Awards recognise care home groups according to their ranking on the platform, which is based on impartial, independent reviews from care home residents, their families and friends.

The charity was also proud to achieve Investors in People Gold accreditation, reflecting its commitment to staff development and wellbeing. In addition, it received national recognition at the Care Home Awards, being nominated (and since year end winning) in the categories of Best for communication and use of digital channels and Best use of technology and digital care strategy.

Gloucester House:

Since the year end, Gloucester House in Sevenoaks received a CQC rating of Inadequate. Following notification from the regulator and multiple and sustained challenges facing the home including with recruitment, in July 2025 the Trust made the difficult decision to start a managed closure of the home. Residents were supported to move to alternative facilities, including within Greensleeves Care, and staff were relocated within the Trust where possible. Closure was completed on 3rd September, and the site will be sold.

Property sales:

Croxley House, a closed home in Croxley Green, Hertfordshire, was expected to sell during the year. A conditional sale has been agreed, with the purchaser awaiting a planning decision at the time of writing.

Colleague well-being:

We continue to progress our Wellbeing strategy and levels of engagement with our Thrive app (a mental wellbeing app) remains strong. Whilst all user data is confidential, anonymous and aggregated, we believe usage of the app is having a positive impact on sickness absenteeism (our average sickness absence rate as at year end was 3%).

Investment in Financial Wellbeing remains of equal importance and we are working toward improving pension contributions through salary sacrifice as the Trust's default arrangement which aims to enhance tax efficiency for employees in planning for their retirement.

Funded residents:

As part of its charitable approach, Greensleeves Care aims for 25% of its occupancy to be reserved for residents who are funded through Local Authorities or the NHS. In the year to 31 March 2025, 27.3% of our residents were funded in this way. As an organisation, we are seeing an increase in the number of private residents whose financial reserves have depleted and are transitioning to Local Authority funding under our Home for Life policy. We continue to manage admissions across the Trust to ensure the mix of privately and publicly funded residents remains at our target level.

Stakeholder Engagement

Feedback from our residents and relatives provides some of the best measures of performance against our aim of providing high-quality care and helps us shape the work that we do to further our charitable purpose. We receive reviews directly and via platforms such as carehome.co.uk.
Some comment highlights from this year include:

- A D (Daughter of Resident): My family cannot praise the staff enough for all the care & attention they gave our dad whilst in the home. He was so very well looked after by everyone which gave us great comfort & reassurance. We, as the family, were also very well looked after, which was greatly appreciated.

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- R C (Resident): It's very good, excellent. I have no complaints. I wish I had come here 10 years ago. The staff are all very helpful and friendly, I enjoy all the activities, there is always something going on. The rooms are all very comfortable. The views are excellent, and I couldn't wish for anything more. The managers are all very nice. I recommend living here, I love it.

- B S (Friend of Resident): Our dear friend was a resident for just over 3 years. In this time, the standard of care was exceptional. The management and all the care staff were all very approachable and attentive. Our friend passed her last years being happy and comfortable.

- R S (Respite Resident): I came to the care home on release from hospital. I was welcomed straight away and could not have better treatment. I feel extremely happy here and hope to make it my long-term home.

- S J (Daughter of Resident): Your care of my mother was faultless. Many thanks to every member of your team. Also, for the care shown to our family.

Our homes are fortunate to benefit from the support of volunteers who give their time freely to assist with activities and fundraising events or offer friendly conversation and companionship to residents. The Trustees wish to thank all those volunteers who helped us deliver a valued and essential service and positively contribute to our residents' lives.

Financial Review

The financial statements for the year ended 31 March 2025 comply with Financial Reporting Standard 102 (FRS 102), 'the Financial Reporting Standard in the UK and Republic of Ireland', and the Charities Statement of Recommended Practice (Charities SORP (FRS102)).

The primary source of income during the year to 31 March 2025 was resident care fees, relating to our core activity of providing residential, dementia and nursing care.

During the year, the group generated Earnings before Interest, Tax, Depreciation and Amortisation (EBITDA) of £3.29m. A revaluation of the Trust's freehold assets was carried out during the year, generating a net gain on revaluation of £8.3m. Net movement in funds during the year was £4.7m.

Balance Sheet

The balance sheet as of 31 March 2025 shows net current assets of £403k (2024: assets of £5,997k). The year-end cash balance was £3,005k (2024: £8,223k), this reduction arising due to lower than budgeted occupancy (and therefore fee) levels and spend on agency staff.

Post Balance Sheet Events

Since the year end, the Trust made the difficult decision to close one of our homes, Gloucester House, due to operational difficulties. Residents and staff have been supported throughout the closure process, and the home closed on 3rd September.

In May 2025, a number of our trustees reached the end of their terms and therefore resigned from their roles. We thank them for their work during their time with Greensleeves Care. Several new trustees have joined the Board, and we welcomed Andrew Richmond as Chair in May 2025. The trustees are in the process of reviewing the current composition of the Board, with a view to appointing additional members in the future.

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Reserves

The Reserves Policy is considered annually, and the Board of Trustees review the Trust's reserve levels throughout the year in light of its planned activities, budget and cashflow forecasts. The Board believe it necessary to hold adequate reserves to ensure that future standards of service and accommodation offered to residents can be maintained and improved, as well as to fulfil any committed acquisition and development activity.

As such, the Trust should have sufficient reserves available to fund revenue costs in the event of any unexpected problems. As the Trust's operational sites are widespread, such problems are expected to be isolated to a particular site. Therefore, the reserves provision for revenue costs has been set at 10% of the Trust's three-month ordinary costs, being £2.2m at 31 March 2025. In addition to this requirement and our active development programme, further reserves should be available that are equivalent to actual capital commitments (£nil at 31 March 2025), less any associated finance arrangements already in place.

At the end of the financial year, the Trust was £2.4m short of this target due to difficulties in increasing occupancy levels, higher than budgeted spending on agency staff, and delayed property sales. The Trustees with the help of Management are working to bring reserves back up to the required level, through a programme of cost reduction coupled with strategic asset disposal. This is forecast to restore reserves to policy levels during the third quarter of 2025-26.

On transition to FRS 102, the decision was taken to adopt a deemed cost value at the date of transition for the freehold homes using their value as at 1 April 2014 thus creating a revaluation reserve equivalent to the increased value only of those homes that had risen in value. In the year to 31 March 2023, the fair value model was applied to freehold assets, representing a change in accounting policy. A reserves transfer is applied annually to account for the increased depreciation arising from the revaluation exercise. The balance of the revaluation reserve at 31 March 2025 was £36.8m (2024: £26.9m).

The Trust's Senior Management Team actively monitors reserves on behalf of the Board of Trustees. They are responsible for providing quarterly updates and highlighting any potential problems. During the year, management highlighted the pressure on reserves arising from income shortfalls and agency expenditure overrun, and put in place restorative measures, including running promotional offers, focussing operational teams on agency reduction, and considering additional funding options.

Restricted funds of £599k (2024: £1,023k) represent donations received for particular purposes.

Principal Risks and Uncertainties

The Trust maintains an active digital risk register covering operational and financial risks. The Senior Management Team monitors this regularly and reviews it with the Finance & Audit, Property and Care & Quality Improvement Committees, and the Board of Trustees. The Trust also conducts internal and external reviews covering areas such as Care, Health and Safety, HR and Finance to reduce risk across the organisation.

The following are considered the key risks and uncertainties currently facing the Trust:

- Quality issues: Challenges with the quality of our services result in substandard experiences for our residents. Further risks would include downgrading of CQC ratings, restrictions on admissions, reputational damage, and resultant financial implications. The Trust is reviewing all auditing processes to ensure that any weaknesses are rectified as soon as possible, and that corrective measures are sustained.

- Workforce difficulties: High colleague turnover and an inability to recruit highly skilled colleagues result in inconsistent care and reduce our ability to curtail agency spending. We continue to pay a minimum of the Real Living Wage and are investing in schemes to support, develop and progress colleagues.

- Occupancy: Failure to increase occupancy across the estate threatens the organisation's financial stability. This risk is being mitigated through strategic marketing and brand support, and a range of tactics including targeted time-limited offers.

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- Fundraising: The first loan from Retail Charity Bond plc falls due for refinancing in March 2026, although a 2-year extension option is available. An inability to refinance the bond at the end of the term would create financial difficulties for the organisation. We prepare and regularly review a long-term financial plan to monitor the impacts of short and long-term strategies on our financial position. The Trust is considering options regarding the refinancing solution for the 2026 bond.

Going Concern

The Trustees consider that the Trust has adequate resources to continue in operational existence for the foreseeable future and as such these accounts have been prepared on a going concern basis.

Trustees have reached this conclusion through review of detailed forecasting through to March 2027. The base case forecast assumes flat occupancy levels for the duration of the forecast; sales of properties, including those for which sales are currently progressing, and strategic disposals of specific assets; prudent cost reduction measures arising from comparison of key benchmarks to industry data; and a short term revolving loan facility to bridge the position until these remedial actions take effect. This base case forecast shows a cash minimum at September 2025 of £1.7m, with cash rising to £17.1m at the end of the forecast period.

It is important to note that the past few years have proved challenging for the Trust. Delayed occupancy recovery, recruitment challenges and broader economic conditions have had a detrimental effect on the organisation's financial position.

The Trust began the year with occupancy levels behind target, due to slower than anticipated resident build-up in the prior year. While strategic marketing and sales work proved successful in boosting occupancy in some areas, overall occupancy missed the levels budgeted for the year to March 2025. Similarly, despite several strong initiatives to reduce agency spend, including improved rota management and control of unit costs, agency spend remained in excess of budget.

The organisation has struggled with these two factors for the past couple of years. This, along with the delay to the sale of Croxley House, has impacted cash and reserves balances in the year to March 2025.

While the Trust started the financial year 2025/26 with occupancy levels ahead of budget, occupancy has since dipped below target. The Trust is working fast to restore levels, including through frontloading and redirecting its marketing investment. In homes where building works are a major element of the occupancy challenges, the Trust is scaling staffing and costs to help offset lost revenues.

The Trust has arranged a £4m bridging loan facility to support cashflow until the sale of Croxley House, Gloucester House, or other development sites complete. This 12-month facility, extendable to 18 months if required, reflects the Trust's proactive approach to managing its financial position. At the same time, management is undertaking a detailed review of existing operations and margins to ensure the Trust runs efficiently and sustainably, while maintaining the highest standards of care.

Stress testing of the base case forecast has been carried out, based on a variety of assumptions around occupancy, timings of property sales, and levels of cost reduction. Testing showed that occupancy could drop 12% before going concern was under threat, this being prior to any associated cost savings. One property sale is required to complete prior to December 2025 in order to maintain cash levels. This is deemed highly likely given current marketing activity and progress on agreed sales. On the basis that all expected property sales complete, no cost savings are required to maintain going concern to the end of the forecast period.

Based on this stress testing, management is satisfied that the Trust has sufficient options available to it to navigate these risks and respond accordingly. Options include sale of additional sites, appetite for which has been proven; increased cost reduction measures both across the organisation or locally as required by circumstance; and extension of the bridging facility.

As such, the Trustees consider that Greensleeves Homes Trust has adequate resources to continue in operational existence for the foreseeable future, being a minimum of twelve months from the date these accounts are approved, with no material uncertainties regarding going concern identified. For this reason, these accounts have been prepared on a going concern basis.

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Plans for Future Periods

In furtherance of our charitable objectives and strategic goals, the Trust has the following vital plans for the coming year:

Review and Reduction of Staffing Costs

Substantial annual efficiencies have been identified and will be implemented by the end of FY25/26. These efficiencies will be achieved through a combination of measures designed to enhance workforce planning, reduce reliance on costly temporary resources, and align staffing models with sector best practice. Key actions include:

- Enhanced roster management – stronger control and greater flexibility of staffing levels at the home level, ensuring resources match resident needs more closely.
- Improved recruitment – increased and streamlined recruitment activity aimed at reducing agency hours and the premium staffing costs they incur.
- Home-by-home staffing model review – a detailed review of staffing ladders, aligned with current best practice models (L&B 24/25 report), to enable more effective allocation of duties, improve care quality, and lower costs.

Recruitment, retention and development: The Trust has in place an established overtime incentive scheme designed to incentivise staff to pick up shifts where the need arises. We see the positive impact of this scheme on improving continuity of high-quality care for residents and support the reduction of agency usage for some homes. Recruiting and retaining a highly skilled workforce remains a top priority and we have key initiatives in place to address workforce challenges including utilising our Home Office Sponsorship Licence, promoting our Apprenticeship Programme and Community-Based Recruitment Events to strengthen engagement with local talent pools.

Occupancy: The Trust aims to improve occupancy at all homes operating below 92% occupancy. We continue to invest in marketing to capture current demand and strengthening our brand and recognition to ensure we are a provider of choice now and well into the future. We will also continue to promote our Home for Life policy and non-profit approach, enabling prospective residents to consider this as part of their decision-making process.

Review long-term funding arrangements: To select the optimum long-term funding strategy incorporating repayment of the Retail Charity Bond facility ahead of maturity.

Care Quality: To complete implementation of the Gold Standards Framework across our homes, particularly for residents living with dementia or on end-of-life care. To ensure all colleagues receive high-quality training and development opportunities, enabling them to provide the best standards of care. We also plan to continue to develop internal audit techniques, to identify and rectify weaknesses at the earliest opportunity.

Digital Transformation Programme: To complete implementation of our chosen software products, supporting high-quality care and ensuring the organisation's efficiency.

Growth and consolidation: To conduct a detailed review of our homes to ensure that all are operating efficiently and contributing positively to the organisation.

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GREENSLEEVES HOMES TRUST
REPORT OF THE BOARD OF TRUSTEES
(INCORPORATING THE REPORT OF THE DIRECTORS AND THE STRATEGIC REPORT)
FOR THE YEAR ENDING 31 MARCH 2025

Strategic Report – Companies Act 2006 s172(1)

The Trustees, both individually and collectively, consider that they have acted in ways that they believe in good faith to be most likely to promote the success of Greensleeves Homes Trust. Decisions made during the year ended 31 March 2025 have been taken to benefit both residents and colleagues. We actively encourage feedback from residents and relatives through annual satisfaction surveys and regular meetings.

Caring for our residents is fundamental to the Trust's success, and we endeavour to provide exemplary and innovative care to all residents, across all of the Trust's homes, at all times. We also strive for our homes to actively be part of the community through engagement with other local organisations.

We recognise that colleagues, both at individual homes and at Head Office, are the Trust's most important asset and aim to be responsible employers in our approach to the pay and benefits our employees receive. The health, safety and well-being of colleagues and residents are of the highest importance and ensuring these is one of the primary considerations when making decisions and operating the Trust.

Streamlined Energy and Carbon Reporting

The Streamlined Energy and Carbon Reporting disclosure presents our carbon footprint within the United Kingdom across Scope 1, Scope 2 and Scope 3, an appropriate intensity metric, the total energy usage of electricity, gas and transport fuel, and an energy efficiency improvements summary.

Scope 1 consumption and emissions include direct combustion of natural gas and fuels used for transportation operations, such as company vehicle fleets. Scope 2 Consumption and emissions refer to indirect emissions related to the consumption of purchased electricity in day-to-day business operations. Scope 3 consumption and emissions cover emissions from sources not directly owned by us. This relates to grey fleet (business travel undertaken in employee-owned vehicles) only.

	Year ended 31 March 2025			Year ended 31 March 2024		
	Consumption kWh	**Emissions tCO2e**	**Intensity Metric ***	Consumption kWh	Emissions tCO2e	Intensity Metric *
Gas and other fuels (Scope 1)	**11,247,043**	**2,108.60**	**1.70**	10,735,557	1,989.34	1.56
Electricity (Scope 2)	**4,550,741**	**942.23**	**0.76**	4,428,691	925.74	0.73
Transport (Scope 1 & 3)	**541,424**	**119.34**	**0.10**	517,736	119.54	0.09
Overall	**16,339,207**	**3,170.17**	**2.56**	**15,681,983**	**3,034.62**	**2.38**

** Intensity metric represents tCO2e per CQC registered space across currently operating homes.*

Greensleeves Homes Trust is committed to year-on-year improvements in operational energy efficiency. As such, a register of energy efficiency measures has been compiled with a view to implementation in the next five years.

Ongoing measures including those undertaken in this year:

- All lighting upgrades and replacements done using LED.
- Gas dryers are being replaced with electric dryers as units fail. Two homes have now moved to electric.

We are pleased to note the reduction in the overall Intensity Metric shown above. Despite our growth, we have achieved a reduction in consumption of both electricity and gas. Electricity emissions have increased; however, this figure is calculated using the average emissions of the National Grid (location-based emissions), which worsened during 2023 (on which this data is based) versus 2022. The Trust switched to a fully renewable electricity supply during the year. Recalculating the electricity emissions (tCO2e) using emissions factors specific to the contractual instruments in place (market-based emissions), brings this figure down from 925.74 to 716.61, producing a revised intensity metric of 0.56. The market-based electricity emissions will be reduced to zero going forward as a result of the switch to renewable supply.

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Measures for the future include:

- Installation of minimum 2 EV charge points at all new build homes.
- Solar (PV) units to be installed where possible to homes.

Structure Governance and Management

Greensleeves Homes Trust is a company limited by guarantee and a registered charity. Its governing document is its Memorandum and Articles of Association.

The Board of Trustees is currently composed of 7 members. These are the legal directors of the company and are responsible for the overall direction and strategy of the Trust and for overseeing its financial affairs.

Trustees are recruited by an external agency specialising in non-executive recruitment. The goal is to attract suitable individuals to enhance the existing Board's skill set and address any skills gaps. Potential candidates are interviewed by the Nominations Committee or a panel of board members, and suitable candidates are recommended to the Board for appointment.

New Trustees receive essential documents such as the Memorandum and Articles of Association, the current annual budget and business plans, and information on regulatory requirements in the care and charity sectors. They also meet with the Chief Executive to discuss strategy and objectives and identify any additional training needs. The Chief Executive and board papers keep Trustees informed about Trust developments and relevant legislation.

The current Trustees have diverse backgrounds and contribute valuable expertise and advice, as well as the support of external advisers. Due to the recent resignation of a number of Trustees following completion of their terms of service, the trustees are in the process of reviewing the current composition of the Board, with a view to appointing additional members to the Board in the future.

The Board of Trustees meet regularly throughout the year, at quarterly Board meetings, and in smaller groups at sub-committee meetings. The Trustees currently have the following sub-committees, which report directly to the Board:

- Finance and Audit Committee: Responsible for providing the Board with assurance on the adequacy of all systems, controls, processes including risk management processes, which may affect the Trust's ability to meet its objectives; and to ensure that financial resources are being deployed appropriately.

- Property Committee: Responsible for providing the Board, the Chief Executive and the Senior Management Team with advice on property-related issues consistent with the Trust's objectives.

- Remuneration Committee: Responsible for advising the Board and Chief Executive on pay and reward throughout the Trust, with a particular focus on the pay of senior management, any reward and incentive scheme, and pension issues.

- Care & Quality Improvement Committee: Responsible for the clinical governance and risk management of resident safety and experience, quality standards and compliance, and service development/innovation.

- Nominations Committee: Responsible for effective succession planning for senior roles in the Trust, such as the Chair, Vice Chair, Chair of any standing committee, Trustees and the Chief Executive.

Trustees delegate the day-to-day running of the charity to the Chief Executive, who is supported by the Senior Management Team. Together, these individuals are responsible for developing and enhancing services within the Trust's objectives, recruiting appropriately qualified staff who align with the Trust's values, and maximising the use of Trust assets. They also provide strategic and operational leadership to meet regulatory requirements, maintain service standards within budget, and identify new income streams and development opportunities.

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The Trust has a Remuneration Policy that is regularly reviewed and helps ensure that we appropriately reward and motivate colleagues. The Trust is committed to ensuring we pay our colleagues fairly while responsibly managing our financial resources. The Board of Trustees makes the final decision on any employee-wide pay increases as part of the annual budget-setting process.

The pay of the Senior Management Team is independently reviewed and benchmarked against other similar care providers annually. The Remuneration Committee determine the final level of increase, giving specific consideration to Executive pay, namely the Chief Executive, the Chief Financial Officer, the Director of Quality and Compliance, the Director of Business Development and the Divisional Director posts. In setting the salary for these roles, the Trust will consider market data and Greensleeves Homes Trust's future growth plans.

The Trustees are fully aware of the modified opinion which has been issued by Grant Thornton due to their opinion that not all related parties have been disclosed. This relates to Trustees being unwilling to disclose the names of minor children.

Disabled Persons

We are committed to encouraging diversity amongst our workforce and seek to make reasonable adjustments to ensure our premises and working conditions meet the needs of disabled employees and job applicants. All colleagues are afforded the same opportunities.

Employee involvement

The Trust has established work practices that enable effective communication and engagement with colleagues, such as the quarterly newsletter and the engagement survey. Team meetings are held at all homes regularly, allowing employees to discuss any issues and make suggestions on how their home operates.

Fundraising

Part of the Trust's income is from donations and fundraising. Donations are generally unsolicited and received from the residents' families after they have left the home. Fundraising income is generated by events held at homes, such as raffles, summer fayres, or Christmas parties. Any monies raised are used for resident benefit, general amenity purposes, or more significant purchases. Events are organised in-house by our teams, sometimes with the assistance of local volunteers. We have strict controls around fundraising and ensure that two or more people handle any cash. Participation in any fundraising is voluntary, and we do not unduly pressure people to give money or other donations. No third parties are engaged to assist with fundraising efforts. The Trust received no complaints in relation to fundraising during the year.

The Trustees formally approve the Report of the Board of Trustees and the Strategic Report. They also approve the Strategic Report in their capacity as company directors.

By Order of the Trustees

Andrew Richmond

Mr A Richmond – Chair, Greensleeves Homes Trust

Date: 24/9/2025

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GREENSLEEVES HOMES TRUST
TRUSTEES' RESPONSIBILITY STATEMENT
YEAR ENDED 31 MARCH 2025

The trustees (who are also directors of Greensleeves Homes Trust for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under that law the trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law), including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently.
- observe the methods and principles in the Charities SORP (FRS 102).
- make judgements and accounting estimates that are reasonable and prudent.
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable group will continue in business.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees confirm that:

- so far as each trustee is aware, there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all the steps that they ought to have taken as trustees in order to make themselves aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Qualifying third party indemnity provisions

The company has granted an indemnity to all of its trustees (who are also the directors of the charitable company for the purposes of company law) against liability in respect of proceedings brought by third parties, subject to the conditions set out in the Companies Act 2006. Such qualifying third-party indemnity provisions remains in force as at the date of approving the Report of the Board of Trustees.

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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF GREENSLEEVES HOMES TRUST

Qualified opinion

We have audited the financial statements of Greensleeves Homes Trust (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2025, which comprise the Consolidated Statement of Financial Activities, the Consolidated and Charity Balance Sheets, the Consolidated Cash Flow Statement, and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102; The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, except for the possible effects of the matter described in the basis for qualified opinion section of our report, the financial statements:

- give a true and fair view of the state of the groups and parent charitable company's affairs as at 31 March 2025 and of the group's and the parent charitable company's incoming resources and application of resources including, its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice including FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Statement of Recommended Practice: Accounting and Reporting by Charities, 2019 Edition; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for qualified opinion

The parent charitable company's related party transactions are disclosed in note 6 of the financial statements. The trustees have been unable to identify all related parties and so we were unable to obtain sufficient and appropriate audit evidence about the completeness of this disclosure. Consequently, we were unable to determine whether the disclosure in note 6 of the financial statements is complete and accurate.

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the 'Auditor's responsibilities for the audit of the financial statements' section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified opinion.

Conclusions relating to going concern.

We are responsible for concluding on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group's and the parent charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify the auditor's opinion. Our conclusions are based on the audit evidence obtained up to the date of our report. However, future events or conditions may cause the group or parent charitable company to cease to continue as a going concern. In our evaluation of the trustees' conclusions, we considered the inherent risks associated with the group's and parent charitable company's business model including effects arising from the impact of inflation and the cost of living crisis, we assessed and challenged the reasonableness of estimates made by the trustees and the related disclosures and analysed how those risks might affect the group's and parent charitable company's financial resources or ability to continue operations over the going concern period.

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.
Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's and parent charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.
Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF GREENSLEEVES HOMES TRUST

Other information

The other information comprises the information included in the Annual Report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.
Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

As described in the basis for qualified opinion section of our report, we were unable to satisfy ourselves concerning the disclosure of related party transactions. We have concluded that where the other information refers to the related party transactions, it may be materially misstated for the same reason.

Opinion on other matters prescribed by the Companies Act 2006

Except for the possible effects of the matter described in the basis for qualified opinion section of our report, in our opinion, based on the work undertaken in the course of the audit.

- the information given in the Strategic Report and the Directors' report, prepared for the purposes of company law, included in the Report of the Board of Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Strategic Report and the Directors' Report included in the Report of the Board of Trustees have been prepared in accordance with applicable legal requirements.

Matter on which we are required to report under the Companies Act 2006

Except for the matter described in the basis for qualified opinion section of our report, in the light of the knowledge and understanding of the group and parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report or the Directors' Report included in the Report of the Board of Trustees.

Matters on which we are required to report by exception

Arising solely from the limitation of the scope of our work relating to related party transactions, referred to above:

- we have not obtained all the information and explanations that we considered necessary for the purpose of our audit; and
- were unable to determine whether adequate accounting records have been kept.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made.

Responsibilities of trustees

As explained more fully in the Trustees' Responsibilities Statement set out on page 12, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group and the parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or parent charitable company or to cease operations, or have no realistic alternative but to do so.

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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF GREENSLEEVES HOMES TRUST

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below:

- We obtained an understanding of the legal and regulatory frameworks that are applicable to the group through our general not for profit and charity sector experience and discussions with management. We determined that the following laws and regulations were most significant: Charities SORP 2019, FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland', Charities Act 2011, Companies Act 2006, Data Protection Act 2018 and Care Standards Act 2000.
- We enquired of management concerning the group's and parent charitable company's policies and procedures relating to:
  - the identification, evaluation and compliance with laws and regulations;
  - the detection and response to the risks of fraud; and
  - the establishment of internal controls to mitigate risks related to fraud or non-compliance with laws and regulations;
- We enquired of management and the Finance and Audit Committee, whether they were aware of any instances of non-compliance with laws and regulations or whether they had any knowledge of actual, suspected or alleged fraud;
- We assessed the susceptibility of the group's and parent charitable company's financial statements to material misstatement, including how fraud might occur, by evaluating management's incentives and opportunities for manipulation of the financial statements. This included the evaluation of the risk of management override of controls. We determined that the principal risks were in relation to:
  - journal entries that increased revenues or that reclassified costs from the income statement to the balance sheet;
  - potential management bias in determining accounting estimates;
  - potential management bias in the revaluation of revalued freehold properties;
- Our audit procedures involved:
  - identifying and assessing the design effectiveness of controls management has in place to prevent and detect fraud;
  - challenging assumptions and judgements made by management in its significant accounting estimates, such as valuations of certain freehold properties;
  - identifying and testing journal entries, in particular manual journal entries;
- In addition, we completed audit procedures to conclude on the compliance of disclosures in the Annual Report with applicable financial reporting requirements.
- These audit procedures were designed to provide reasonable assurance that the financial statements were free from fraud or error. The risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error and detecting irregularities that result from fraud is inherently more difficult than detecting those that result from error, as fraud may involve collusion, deliberate concealment, forgery or intentional misrepresentations. Also, the further removed non-compliance with laws and regulations is from events and transactions reflected in the financial statements, the less likely we would become aware of it;
- Assessment of the appropriateness of the collective competence and capabilities of the engagement team included consideration of the engagement team's:

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF GREENSLEEVES HOMES TRUST

- understanding of, and practical experience with audit engagements of a similar nature and complexity through appropriate training and participation
- knowledge of the industry in which the client operates
- understanding of the legal and regulatory requirements specific to the entity including:
  - the provisions of the applicable legislation
  - the regulators rules and related guidance, including guidance issued by relevant authorities that interprets those rules;

- The team communications in respect of potential non-compliance with laws and regulations and fraud included the potential for fraud in revenue recognition, improper use of charitable funds and serious incident reports submitted to the Charity Commission in the period;
- In assessing the potential risks of material misstatement, we obtained an understanding of:
  - the group's and parent charitable company's operations, including the nature of its revenue sources, products and services and of its objectives and strategies to understand the classes of transactions, account balances, expected financial statement disclosures and business risks that may result in risks of material misstatement.
  - the group's and parent charitable company's control environment, including the policies and procedures implemented to comply with the requirements of its regulator, including the adequacy of the training to inform staff of the relevant legislation, rules and other regulations of the regulator, the adequacy of procedures for authorisation of transactions, internal review procedures over the entity's compliance with regulatory requirements and procedures to ensure that possible breaches of requirements are appropriately investigated and reported.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

James Bird

James Bird BSc FCA
Senior Statutory Auditor
for and on behalf of Grant Thornton UK LLP
Statutory Auditor, Chartered Accountants
London

Date: 24/9/2025

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GREENSLEEVES HOMES TRUST

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)
YEAR ENDED 31 MARCH 2025

	Notes	Unrestricted Funds 2025 £	Restricted Funds 2025 £	Total 2025 £	Unrestricted Funds 2024 £	Restricted Funds 2024 £	Total 2024 £
INCOME FROM							
Charitable activities							
Residents' care fees		87,903,124	-	87,903,124	77,976,567	-	77,976,567
Residents' sundries		426,464	-	426,464	474,944	-	474,944
Rental income		371,671	-	371,671	319,370	-	319,370
Raising funds							
Donations and fundraising		252,197	95,100	347,297	-	391,205	391,205
Investments	2	12,092	-	12,092	8,500	-	8,500
Other							
Miscellaneous income		30,096	-	30,096	35,080	-	35,080
Surplus from sale of fixed assets		35,421	-	35,421	764,832	-	764,832
TOTAL		89,031,065	95,100	89,126,165	79,579,293	391,205	79,970,498
EXPENDITURE ON							
Charitable activities							
Residents' care costs	3	87,603,171	500,056	88,103,227	79,007,651	-	79,007,651
Head Office costs	3	4,293,349	19,477	4,312,826	5,113,957	-	5,113,957
Rental costs	3	187,738	-	187,738	196,242	-	196,242
Raising funds							
Cost of raising finance	3	168,835	-	168,835	163,769	-	163,769
Other							
Loss of revaluation of assets	3	2,479,558	-	2,479,558	-	-	-
TOTAL	3	94,732,651	519,533	95,252,184	84,481,619	-	84,481,619
NET INCOME / (EXPENDITURE)		(5,701,586)	(424,433)	(6,126,019)	(4,902,326)	391,205	(4,511,121)
Transfer between funds	13	-	-	-	-	-	-
Gain on revaluation of assets	13	10,785,836	-	10,785,836	-	-	-
NET MOVEMENT IN FUNDS		5,084,250	(424,433)	4,659,817	(4,902,326)	391,205	(4,511,121)
FUNDS AT 1 APRIL 2024	13	34,283,442	1,023,323	35,306,765	39,185,768	632,118	39,817,886
FUNDS AT 31 MARCH 2025	13	39,367,692	598,890	39,966,582	34,283,442	1,023,323	35,306,765

All of the above results are derived from continuing activities.

The parent company has elected not to present its unconsolidated SOFA under section 408 of the Companies Act 2006.

The notes on pages 20 to 40 form part of these financial statements.

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GREENSLEEVES HOMES TRUST
CONSOLIDATED AND CHARITY BALANCE SHEETS
31 MARCH 2025

	Notes	Group 2025 £	Group 2024 £	Charity 2025 £	Charity 2024 £
FIXED ASSETS					
Tangible assets	7	**114,393,600**	104,170,007	**111,100,879**	99,850,083
Investment in Subsidiaries	5,12	**-**	-	**4,885,267**	4,462,147
		114,393,600	104,170,007	**115,986,146**	104,312,230
CURRENT ASSETS					
Debtors	8	**6,271,142**	4,620,115	**5,849,834**	4,597,361
Bank and cash balances	9	**3,005,326**	8,222,925	**2,879,814**	7,854,002
		9,276,468	12,843,040	**8,729,648**	12,451,363
CURRENT LIABILITIES					
Amounts falling due within one year	10	**(8,873,097)**	(6,845,668)	**(8,774,561)**	(6,573,944)
NET CURRENT ASSETS		**403,371**	5,997,372	**(44,913)**	5,877,419
TOTAL ASSETS LESS CURRENT LIABILITIES		**114,796,971**	110,167,379	**115,941,233**	110,189,649
CREDITORS					
Amounts falling due after more than one year	10	**(74,830,389)**	(74,860,614)	**(74,830,389)**	(74,860,614)
NET ASSETS		**39,966,582**	35,306,765	**41,110,844**	35,329,035
UNRESTRICTED FUNDS					
General funds	13	**2,529,945**	7,432,151	**3,674,305**	7,455,421
Revaluation reserve	13	**36,837,747**	26,851,291	**36,837,747**	26,851,291
	13	**39,367,692**	34,283,442	**40,512,052**	34,306,712
RESTRICTED FUNDS	13	**598,890**	1,023,323	**598,792**	1,022,323
TOTAL FUNDS	13	**39,966,582**	35,306,765	**41,110,844**	35,329,035

The Charity's Net Loss for the year was £4,659,817 (2024: loss of £4,511,121).

Approved by the Board of Trustees and authorised for issue on 24/9/2025 and signed on their behalf by:

Andrew Richmond

Mr A Richmond – Chair, Greensleeves Homes Trust
Company Registered Number 03260168

The notes on pages 20 to 40 form part of these financial statements.

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GREENSLEEVES HOMES TRUST
CONSOLIDATED CASH FLOW STATEMENT
31 MARCH 2025

	Notes	2025		2024	
		€	€	€	€
Cash flows from operating activities					
Net cash provided by / (used in) operating activities			233,955		(1,751,458)
Cash flows from investing activities					
Interest received	2	12,092		8,509	
Net cashflow from acquisition		-		(3,587,931)	
Purchases of tangible assets	7	(5,473,378)		(7,458,682)	
Proceeds from sale of tangible assets		39,957		18,661,228	
Net cash provided by / (used in) investing activities			(5,421,329)		7,623,115
Cash flows from financing activities					
Amortisation of capitalised costs	10	70,168		70,261	
Refinancing costs	10	(100,393)		-	
Net cash provided by / (used in) financing activities			(30,225)		70,261
Change in cash and cash equivalents in the reporting period			(5,217,599)		5,942,918
Cash and cash equivalents at beginning of reporting period			8,222,925		2,280,007
Cash and cash equivalents at end of reporting period			3,005,326		8,222,925
Reconciliation of net income to net cash flow from operating activities					
Net expenditure for the reporting period			(6,126,019)		(4,511,121)
(Increase) in debtors			(1,651,027)		(685,939)
Increase in creditors			2,027,426		941,383
Depreciation	7		3,651,628		3,477,533
Loss on revaluation	7		2,479,668		-
Dividends & interest from investments	2		(12,092)		(8,509)
Gains on fixed asset disposals	7		(36,421)		(764,832)
Write off of tangible assets	7		-		9
Net cash provided by / (used in) operating activities			233,955		(1,751,458)
Analysis of cash and cash equivalents					
			Cash at 31 March 2025		Cash at 31 March 2024
Cash at bank			3,005,326		8,222,925

The notes on pages 20 to 40 form part of these financial statements.

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GREENSLEEVES HOMES TRUST
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
31 MARCH 2025

1 ACCOUNTING POLICIES

(a) Basis of accounting

Greensleeves Homes Trust is a Company limited by Guarantee and is incorporated in England and Wales. It is also a Charity that constitutes a public benefit entity as defined by FRS 102.

The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value. They are in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic or Ireland (FRS 102) and the Companies Act 2006.

The currency used in the financial statements is Pound Sterling.

(b) Judgements in applying accounting policies and key sources of estimation uncertainty

Preparation of the financial statements requires the Trustees to make judgements, estimates and assumptions concerning the future. The areas of the financial statements that are subject to these judgements are as follows:

- Care home debtors: An allowance for bad and doubtful debts is maintained in respect of estimated losses resulting from the inability of the Charity's debtors to settle amounts due.
- Fixed asset valuation: Freehold properties are held under the revaluation model. Properties are periodically revalued to market value by experienced independent valuers, and revaluations are based on recognised techniques and supported by relevant market and performance data. Revaluations are conducted with sufficient frequency to ensure that the carrying value of the assets does not differ materially from fair value. Subsequent additions are stated at cost less depreciation. The existence of impairment indicators is considered by the Trustees at each reporting date, as is the continuing appropriateness of the depreciation policy.
- Loan measurement: Future payments have been estimated in respect of the loan in computing the effective interest rate at inception, with a periodic re-assessment being undertaken of the effective rate as a floating rate instrument based on actual outcomes during the loan term.
- Subsidiary Loan: A loan was made to Broadacres Care Home Limited to enable the repayment of a mortgage, such that the property could be acquired unencumbered. This loan has been accounted for as part of the acquisition consideration.

(c) Income recognition

Residents' care fees, rental income and donations are recognised when the Charity has entitlement to the amounts due and their receipt is probable. It is accounted for on a receivable basis.

Income from investments or bank interest is included when receivable and the amount can be measured reliably by the Charity; this is normally on notification by our investment advisor or by the bank.

Grants are included in the Statement of Financial Activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance Sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued. Grant income is included gross within the Statement of Financial Activities and not netted against the associated expenditure.

(d) Expenditure recognition

Expenditure is recognised once there is a legal or constructive obligation to make a payment where it can be reliably measured, and it is probable settlement will be required. Expenditure is recognised gross of VAT.

Expenditure is allocated to the particular activity where it directly relates to that activity. Any that is not directly attributable to one activity is allocated as appropriate.

Expenditure on raising funds comprise the fees paid to the manager of our investment portfolio and the amortisation of initial costs incurred in respect of the loans from Retail Charity Bonds Plc.

Rental costs are in respect of a small number of rental properties owned by the Trust.

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1 ACCOUNTING POLICIES - continued

(e) Fixed assets

Freehold Property

Freehold properties are held under the revaluation model. Properties are periodically revalued to market value by experienced independent valuers, and revaluations are based on recognised techniques and supported by relevant market and performance data. Revaluations are conducted with sufficient frequency to ensure that the carrying value of the assets does not differ materially from fair value.

The effects of revaluations are recorded in the revaluation reserve on the balance sheet. Revaluation gains are recognised as 'Gains/(losses) on the revaluation of fixed assets' within the SoFA, unless they reverse a charge for impairment that has previously been recognised as a cost within the expenditure headings of the SoFA. Revaluation losses are recognised as an expense in the SoFA except to the extent to which they offset any previous revaluation gains, in which case the loss is shown in the 'Gains/(losses) on the revaluation of fixed assets' section of the SoFA.

Subsequent to revaluation, further additions to freehold property are capitalised at cost, and properties are depreciated as follows.

Each freehold property value is split into a land element and building element, with the building element further analysed between Core (being the core fabrication of the building, such as foundations, walls, rooves, drainage) and Renewables (being items with shorter useful lives, such as windows, roof coverings, bathrooms, mechanical and electrical services).

Depreciation is charged on assets that are available for use. Depreciation is on a straight-line basis as follows:

Land	-	Not depreciated
Freehold property (Core)	-	over the lower of 50 years or the estimated remaining useful life of the home
Freehold property (Renewables)	-	over the lower of 20 years or the estimated remaining useful life of the home

Other Assets

Fixed assets other than Freehold Property are stated at cost less accumulated depreciation. Cost includes the original purchase price and any associated costs directly attributable to bringing the asset to its working condition for its intended use.

Depreciation is charged on assets that are available for use. Depreciation is charged on a straight-line basis as follows:

Long-term leasehold property	-	over the period of the specific lease
Computer equipment	-	over three years
Furniture and equipment	-	over five years
Motor vehicles	-	over four years

Where a development at one of our homes is being funded by way of bank finance, any loan interest and associated charges that are attributable to the period during which the works are being undertaken are capitalised as part of the project's cost.

A review for indicators of impairment of a fixed asset is carried out at each reporting date to determine if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. If there is an indication of possible impairment, the recoverable amount of any affected asset is estimated and compared with the carrying amount. If the estimated recoverable amount is lower, the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the statement of financial activities.

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(f) Investments

Investments in subsidiaries are measured at cost less accumulated impairment.

The Charity does not acquire put options, derivatives or other complex financial instruments.

(g) Debtors

Debtors include trade debtors, prepayments and accrued income (see note 8). Residential care home debtors are amounts billed to customers for services but yet to be received. Prepayments are payments made for goods or services that will be received in the future. These are initially recorded as assets and amortised over time as the benefit of the prepaid expense is realised. Accrued income corresponds to revenue earned during the period but not yet billed to the customer.

(h) Cash and bank balances

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours.

(i) Creditors

Creditors include trade creditors and other short and long-term financial instruments (see note 10). Accruals are amounts expected to be incurred for goods and services received during the year but not yet invoiced. These are recorded as liabilities and released as the expense is incurred. Deferred income corresponds to revenue received in advanced for services not yet delivered. Resident's deposits are amounts charged to residents on admission and returned on leaving our care. The Trust stopped collecting deposits in 2020.

(j) Non-current creditors

Non-current creditors correspond to loans from Retail Charity Bond Plc. Arrangement costs and surplus funds from issuing bonds above coupon are amortised over the term of the loan.

(k) Funds

General funds include all current and prior period retained surpluses and deficits.

The revaluation reserve comprises the gains arising from increases in the value of freehold property. The accounting policy at 1(e) explains when transfers to the profit and loss reserve are made.

Restricted funds compromise donations raised for specific projects within the homes.

(l) Going concern

The Trustees consider that the Trust has adequate resources to continue in operational existence for the foreseeable future and as such these accounts have been prepared on a going concern basis.

Trustees have reached this conclusion through review of detailed forecasting through to March 2027. The base case forecast assumes flat occupancy levels for the duration of the forecast; sales of properties, including those for which sales are currently progressing, and strategic disposals of specific assets; prudent cost reduction measures arising from comparison of key benchmarks to industry data; and a short term revolving loan facility to bridge the position until these remedial actions take effect. This base case forecast shows a cash minimum at September 2025 of £1.7m, with cash rising to £17.1m at the end of the forecast period.

It is important to note that the past few years have proved challenging for the Trust. Delayed occupancy recovery, recruitment challenges and broader economic conditions have had a detrimental effect on the organisation's financial position.

The Trust began the year with occupancy levels behind target, due to slower than anticipated resident build-up in the prior year. While strategic marketing and sales work proved successful in boosting occupancy in some areas, overall occupancy missed the levels budgeted for the year to March 2025. Similarly, despite several strong initiatives to reduce agency spend, including improved rota management and control of unit costs, agency spend remained in excess of budget.

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The organisation has struggled with these two factors for the past couple of years. This, along with the delay to the sale of Croxley House, has impacted cash and reserves balances in the year to March 2025.

While the Trust started the financial year 2025/26 with occupancy levels ahead of budget, occupancy has since dipped below target. The Trust is working fast to restore levels, including through frontloading and redirecting its marketing investment. In homes where building works are a major element of the occupancy challenges, the Trust is scaling staffing and costs to help offset lost revenues.

The Trust has arranged a £4m bridging loan facility to support cashflow until the sale of Croxley House, Gloucester House, or other development sites complete. This 12-month facility, extendable to 18 months if required, reflects the Trust's proactive approach to managing its financial position. At the same time, management is undertaking a detailed review of existing operations and margins to ensure the Trust runs efficiently and sustainably, while maintaining the highest standards of care.

Stress testing of the base case forecast has been carried out, based on a variety of assumptions around occupancy, timings of property sales, and levels of cost reduction. Testing showed that occupancy could drop 12% before going concern was under threat, this being prior to any associated cost savings. One property sale is required to complete prior to December 2025 in order to maintain cash levels. This is deemed highly likely given current marketing activity and progress on agreed sales. On the basis that all expected property sales complete, no cost savings are required to maintain going concern to the end of the forecast period.

Based on this stress testing, management is satisfied that the Trust has sufficient options available to it to navigate these risks and respond accordingly. Options include sale of additional sites, appetite for which has been proven; increased cost reduction measures both across the organisation or locally as required by circumstance; and extension of the bridging facility.

As such, the Trustees consider that Greensleeves Homes Trust has adequate resources to continue in operational existence for the foreseeable future, being a minimum of twelve months from the date these accounts are approved, with no material uncertainties regarding going concern identified. For this reason, these accounts have been prepared on a going concern basis.

(m) Pension

The Trust operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the Trust in an independently administered Scheme. The contributions are recognised as an expense when they are due. Amounts not paid are shown in accruals in the balance sheet.

(n) Basis of consolidation

The Group financial statements consolidate the financial statements of the Charity and its subsidiary undertakings to 31 March each year. The results of subsidiaries acquired or sold are consolidated for the periods from or to the date on which control passed. Business combinations are accounted for under the purchase method. Where necessary, adjustments are made to the financial statements of subsidiaries to bring the accounting policies used into line with those used by the Group. All intra-group transactions, balances, income and expenses are eliminated on consolidation.

2 INVESTMENT INCOME

	Group 2025 £	Group 2024 £	Charity 2025 £	Charity 2024 £
Bank interest	**12,092**	8,500	**12,092**	8,500
Intercompany loan interest	**-**	-	**-**	7,448
	12,092	8,500	**12,092**	15,948

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3 EXPENDITURE

(a) Analysis of expenditure

	Staff costs (note 4)	Other care costs (note 3b)	Other Support costs (note 3c)	Governance costs (note 3d)	Total 2025	Total 2024
	£	£	£	£	£	£
Unrestricted funds						
Charitable activities						
Residents' care costs	**61,855,051**	**25,748,120**	**-**	**-**	**87,603,171**	79,007,651
Head Office costs	**777,374**	**-**	**3,093,114**	**422,861**	**4,293,349**	5,113,957
Rental costs	**20,900**	**-**	**166,838**	**-**	**187,738**	196,242
Raising funds						
Cost of raising finance	**-**	**-**	**168,835**	**-**	**168,835**	163,769
Other						
Loss on revaluation of assets	**-**	**2,479,558**	**-**	**-**	**2,479,558**	-
	62,653,325	**28,227,678**	**3,428,787**	**422,861**	**94,732,651**	84,481,619
Restricted funds						
Charitable activities						
Residents' care costs	**-**	**500,056**	**-**	**-**	**500,056**	-
Head Office costs	**-**	**-**	**19,477**	**-**	**19,477**	-
	-	**500,056**	**19,477**	**-**	**519,533**	-
Total expenditure	**62,653,325**	**28,727,734**	**3,448,264**	**422,861**	**95,252,184**	84,481,619

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(b) Analysis of other care costs

	2025	2024
	£	£
Charitable activities		
Food	**3,442,492**	3,109,209
Medical costs	**662,328**	378,192
Activities	**885,391**	769,344
Care Quality Commission fees	**148,135**	233,280
Maintenance	**2,977,804**	3,366,319
Cleaning and housekeeping	**1,517,067**	1,254,108
Insurance	**674,986**	501,319
Utilities costs	**2,183,805**	2,127,577
Administration costs	**1,079,805**	844,640
Loan interest and charges	**3,382,448**	3,378,351
Leasehold rents	**5,742,388**	5,086,293
Depreciation	**3,551,527**	3,477,533
Loss on revaluation	**2,479,558**	-
	28,727,734	24,526,165

(c) Analysis of head office support costs

	2025	2024
	£	£
Professional fees in respect of development plans	**-**	414
HR, health & safety, energy consultancy plus other professional fees	**248,919**	293,672
Trust-wide computer services	**1,945,395**	1,733,080
Head office running costs	**918,277**	1,269,693
Depreciation	**-**	-
	3,112,591	3,296,859

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(d) Analysis of governance costs

	2025 £	2024 £
Legal and professional fees	186,891	244,554
Audit fees for current year	109,692	86,640
Audit fees in respect of previous year	7,928	(2,046)
Auditor's charges re Corporation Tax Returns	7,200	6,000
Auditor's charges re Service Charge Accounts	5,544	5,280
Auditor's charges re VAT consultancy	-	7,200
Auditor's charges re Loan Refinancing	51,912	-
Internal auditor fees	34,200	37,500
Trustees' expenses	1,494	1,569
Trustee recruitment, training and development	18,000	18,020
	422,861	404,717

4 WAGES AND SALARIES

	2025 £	2024 £
Summary of wages and salaries allocation in respect of:		
Residents' care costs	61,855,051	54,481,486
Head Office costs	777,374	1,412,381
Rental costs	20,900	19,196
	62,653,325	55,913,063
Analysis of wages and salaries:		
Salaries	46,097,389	40,000,007
National insurance costs	4,005,006	3,407,841
Pension costs	1,554,796	1,355,724
Apprenticeship Levy	212,807	349,712
Agency staff	8,856,328	9,246,626
Training	712,501	499,684
Recruitment	369,205	324,958
Other staff costs	845,293	728,511
	62,653,325	55,913,063

Central staff costs are allocated solely to unrestricted funds with 75% apportioned to residents' care costs and 25% to head office costs. Each member of central staff will support homes in varying degrees; some fully and some to a much lesser extent. Therefore, this split is considered an appropriate allocation.

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As at 31 March 2025, total pension contributions still to be paid over to employees' policies amounted to £247,629 (2024: £221,537).

The average number of persons employed during the year was:

	2025 FTE	2025 Number	2024 FTE	2024 Number
Residents' care	**1,309**	**1,778**	1,281	1,636
Head office – Homes' support	**44**	**50**	39	47
Head office – Central administration	**15**	**17**	13	16
	1,368	**1,845**	1,333	1,699

The number of employees whose emoluments amount to over £60,000 in the year was as follows:

	2025 Number	2024 Number
£60,001 to £70,000	**23**	23
£70,001 to £80,000	**11**	10
£80,001 to £90,000	**4**	3
£90,001 to £100,000	**2**	2
£100,001 to £110,000	**3**	3
£110,001 to £120,000	**1**	1
£130,001 to £140,000	**-**	1
£140,001 to £150,000	**1**	-
£180,001 to £190,000	**1**	-
£210,001 to £220,000	**-**	1
	46	44

Pension contributions paid on behalf of the 46 employees above for the year amounted to £262,270 (2024: £262,899 for 44 employees).

Key management personnel consist of the Chief Executive, Chief Financial Officer, Director of Quality and Compliance, Director of Business Development, Director of HR, Director of Digital Transformation, and two Divisional Directors, whose total employment benefits for the year including employer's national insurance and pension contributions were £1,187,088 (2024: £1,199,942).

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5 SUBSIDIARY UNDERTAKINGS

The following were subsidiary undertakings of the Trust:

Name	Company Number	Registered Office	Class of Shares	Holding
Greensleeves Developments Limited	02898839	Greensleeves Homes Trust, 138 Cheapside, London, England, EC2V 6BJ	Ordinary	100%
Broadacres Holdings Limited	11161346	138 Cheapside, London, England, EC2V 6BJ	Ordinary	100%

Indirect Subsidiaries of the Trust, being subsidiaries of Broadacres Holdings Limited:

Name	Company Number	Registered Office	Class of Shares	Holding
Broadacres Care Home Trading Limited	09185042	138 Cheapside, London, England, EC2V 6BJ	Ordinary	100%
Broadacres Care Home Limited	09185042	138 Cheapside, London, England, EC2V 6BJ	Ordinary	100%

During the prior year, the Trust acquired the Broadacres Group, consisting of Broadacres Holdings Limited and its subsidiaries Broadacres Care Home Limited, and Broadacres Care Home Trading Limited.

The Charity's investment in subsidiaries is summarised as follows:

	Equity Investments	Non-Equity Investments	Total
	£	£	£
Cost			
At 1 April 2024	3,753,582	708,565	**4,462,147**
Additions during the year	-	423,120	**423,120**
At 31 March 2025	**3,753,582**	**1,131,685**	**4,885,267**

At acquisition, a loan of £701,117 was made to Broadacres Care Home Limited to enable the repayment of a mortgage, such that the property could be acquired unencumbered. Interest is being charged at 3% above the Bank of England base rate. During the year, Greensleeves Homes Trust received income and made payments on behalf of Broadacres Care Home Trading Limited, equating to a net loan to Broadacres Care Home Trading Limited of £423,120. Both loans are shown within Non-Equity Investments.

6 TRUSTEE AND RELATED PARTY TRANSACTIONS

The Trustees received no remuneration for their services during the current or prior year. 7 trustees were reimbursed a total of £1,970 for travel expenses incurred during the year (2024: 5 trustees, total £1,338). Chris Doherty was erroneously appointed as a director at Companies House on 6 February 2025. He did not fulfil the role of a Trustee during his period of appointment. His resignation as a director is being submitted to Companies House to correct this error. During his appointment, his remuneration including employer pension contributions totalled £27,455, but this was solely in relation to his role as CFO and Acting CEO.

During the year, Greensleeves Homes Trust received income and made payments on behalf of Broadacres Care Home Trading Limited, equating to a net loan to Broadacres Care Home Trading Limited of £423,120. At the year end, £423,120 was recognised in fixed asset investments in relation to this loan.

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7 TANGIBLE ASSETS – Group and Charity

Group:

	Freehold property £	Long term leasehold property £	Computer equipment £	Furniture and equipment £	Motor vehicles £	Total £
Cost						
At 1 April 2024	98,970,129	6,511,874	2,365,470	6,958,735	205,722	115,011,930
Disposals during the year	-	-	(33,612)	-	-	(33,612)
Additions during the year	1,586,313	1,967,076	1,232,611	686,483	895	5,473,378
Revaluation	4,007,013	-	-	-	-	4,007,013
Written off during year	-	-	-	(733,399)	-	(733,399)
At 31 March 2025	104,563,455	8,478,950	3,564,469	6,911,819	206,617	123,725,310
Depreciation						
At 1 April 2024	2,860,167	658,220	1,752,086	5,369,445	202,005	10,841,923
Disposals during the year	-	-	(29,076)	-	-	(29,076)
Charge for the year	1,809,444	263,729	636,541	739,903	1,911	3,651,528
Revaluation	(4,299,266)	-	-	-	-	(4,299,266)
Written off during year	-	-	-	(733,399)	-	(733,399)
At 31 March 2025	470,345	921,949	2,359,551	5,375,949	203,916	9,331,710
Net book value at 31 March 2025	104,093,110	7,557,001	1,204,918	1,535,870	2,701	114,393,600
Net book value at 31 March 2024	96,109,962	5,853,654	613,384	1,589,290	3,717	104,170,007

Freehold property includes £36.7 million of land (2024: £34.6 million) which is not depreciated.

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Charity:

	Freehold property	Long term leasehold property	Computer equipment	Furniture and equipment	Motor vehicles	Total
	£	£	£	£	£	£
Cost						
At 1 April 2024	94,666,437	6,511,874	2,363,152	6,946,627	203,916	110,692,006
Disposals during the year	-	-	(33,612)	-	-	(33,612)
Additions during the year	1,580,500	1,967,076	1,132,665	400,835	-	5,081,076
Revaluation	5,426,518	-	-	-	-	5,426,518
Written off during year	-	-	-	(733,399)	-	(733,399)
At 31 March 2025	101,673,455	8,478,950	3,462,205	6,614,063	203,916	120,432,589
Depreciation						
At 1 April 2024	2,860,167	658,220	1,752,086	5,369,445	202,005	10,841,923
Disposals during the year	-	-	(29,076)	-	-	(29,076)
Charge for the year	1,834,266	263,729	636,541	739,903	1,911	3,476,350
Revaluation	(4,224,088)	-	-	-	-	(4,224,088)
Written off during year	-	-	-	(733,399)	-	(733,399)
At 31 March 2025	470,345	921,949	2,359,551	5,375,949	203,916	9,331,710
Net book value at 31 March 2025	101,203,110	7,557,001	1,102,654	1,238,114	-	111,100,879
Net book value at 31 March 2024	91,806,270	5,853,654	611,066	1,577,182	1,911	99,850,083

Future capital expenditure contracted for at 31 March 2025 but not provided for in these accounts amounted to £nil (2024: £nil).

None of the above assets are used as security for the Trust's borrowings.

8 DEBTORS – Group and Charity

	Group 2025	Group 2024	Charity 2025	Charity 2024
	£	£	£	£
Amounts due within one year:				
Residential care home debtors	4,460,767	2,868,003	4,362,610	2,847,175
Other debtors	482,924	162,315	161,699	162,315
Prepayments and accrued income	1,327,451	1,589,797	1,325,525	1,587,871
	6,271,142	4,620,115	5,849,834	4,597,361

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9 BANK AND CASH BALANCES

Cash and cash equivalents are comprised of:

	Group 2025 £	Group 2024 £	Charity 2025 £	Charity 2024 £
Cash at bank and in hand	**3,005,326**	8,222,925	**2,879,814**	7,854,002
	3,005,326	8,222,925	**2,879,814**	7,854,002

10 CREDITORS – Group and Charity

	Group 2025 £	Group 2024 £	Charity 2025 £	Charity 2024 £
Amounts due within one year:				
Trade creditors	**3,287,512**	3,003,691	**3,284,657**	2,995,246
Other creditors and accruals	**2,498,977**	2,942,744	**2,403,296**	2,726,360
Deferred income	**3,086,519**	365,785	**3,086,519**	365,785
Residents' deposits	**89**	533,448	**89**	486,553
	8,873,097	6,845,668	**8,774,561**	6,573,944
Amounts due after more than one year:				
Loans from RCB Bonds Plc				
Due 30 March 2026	**49,829,704**	49,859,809	**49,829,704**	49,859,809
Due 17 December 2030	**25,000,685**	25,000,805	**25,000,685**	25,000,805
	74,830,389	74,860,614	**74,830,389**	74,860,614

Deferred income relates to fee invoices raised, or monies received, before the year end which cover periods in the following year. The amount of £365,785 at the end of 2024 was released in full in the year ended 31 March 2025.

During the year, the decision was made to return deposits to residents. The Trust no longer requires deposits, and it was therefore deemed appropriate to return deposits to residents who had paid them on admission.

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Loan from Retail Charity Bonds Plc – Due 30 March 2026

On 30 March 2017, RCB Bonds Plc (RCB Plc) launched the Greensleeves Homes Trust Retail Charity Bond which was issued through their Retail Charity Bonds platform and is listed on the London Stock Exchange under stock code GSHT.

RCB Plc raised £33million from the issue of bond. It was issued for a period of nine years with a maturity date of 30 March 2026 and the option to extend the term by a further two years. It has a fixed rate of interest of 4.25%. All funds raised were loaned to the Trust on the same terms as the bond. Interest is paid six monthly in arrears. There is an annual arrangement fee at an initial rate of 0.1% of the loan which is payable six monthly in advance. This fee is subject to a yearly increase in line with the Retail Price Index.

Since the initial issue of £33million, a further £17million of bonds have been issued; £3million during the year ended 31 March 2019 and a further £14million during the year ended 31 March 2020 with the proceeds being loaned to the Trust in the two respective years at the same terms as the original advance. The effective interest rate of the two retained bonds tranches is lower than the 4.25% as both were issued at the price the bond was trading at when they were issued.

In total, costs in respect of all tranches of £599,937 have been capitalised and are being amortised over the term of the loan. £70,288 has been released to the Statement of Financial Activities in the current year (2024: £70,481).

Loan from RCB Bonds Plc – Due 17 December 2030

On 17 December 2020, RCB Plc launched a second Greensleeves Homes Trust Retail Charity Bond. Similarly to the first bond above, this was issued through their Retail Charity Bonds platform and is listed on the London Stock Exchange under stock code GHT2.

This bond is for a total of £25m with £15m being issued initially. The bond was issued with a term of ten years with an expected maturity date of 17 December 2030. There is the option to extend the term for a further two years. It was issued at a fixed rate of interest of 5%. The entire £15m of the initial issue was loaned to the Trust on the same terms as the actual bond. Interest is to be paid six monthly in arrears. There is an annual arrangement fee of 0.1% payable six monthly in advance which is subject to an annual increase in line with the Retail Price Index.

The retained portion of £10m was drawn down in 2022. The effective interest rate of the retained bonds tranche is lower than 5.00% as it was issued at the price the bond was trading at when they were issued.

Set up costs of £421,066 and surplus funds of £400,000 are amortised over the term of the loan. Surplus of £120 was released to the Statement of Financial Activities in the current year (2024: £120).

GREENSLEEVES HOMES TRUST
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
31 MARCH 2025

The movements on the loans during the year was as follows:

	2025 Due 30 March 2026 £	2025 Due 17 December 2030 £	2025 Total £	2024 Total £
Loan value				
As at 1 April 2024	50,000,000	25,000,000	75,000,000	75,000,000
As at 31 March 2025	50,000,000	25,000,000	75,000,000	75,000,000
Capitalised costs				
As at 1 April 2024	(140,191)	805	(139,386)	(209,747)
Additional costs incurred during the year	(100,393)	-	(100,393)	-
Amortisation of capitalised costs	70,288	(120)	70,168	70,361
As at 31 March 2025	(170,296)	685	(169,611)	(139,386)
Balance shown in the balance sheet	49,829,704	25,000,685	74,830,389	74,860,614

Both loans are unsecured and have two main covenants.

At the year end the total amount of loans outstanding was repayable as follows:

	Group 2025 £	Group 2024 £	Charity 2025 £	Charity 2024 £
Due within one year	-	-	-	-
Due between two and five years	**49,829,704**	49,859,809	**49,829,704**	49,859,809
Due after more than five years	**25,000,685**	25,000,805	**25,000,685**	25,000,805
	74,830,389	74,860,614	**74,830,389**	74,860,614

The above table assumes that the 2 year extension option is taken on the £50m Retail Charity Bond expiring March 2026.

11 OPERATING LEASES – All Charity

All operating leases are in respect of property, namely our homes De Lucy House in Diss, Norfolk; Lavender Fields in Seal, near Sevenoaks, Kent; The Orchards in Ely, Cambridgeshire; The Manor in Windsor; Buckler's Lodge in Crowthorne, Berkshire; The Meadowcroft, in Tooting, London, Henley House in Ipswich, Suffolk, and our Head Office in London.

Rents paid in the year and recognised as an expense in these financial statements amounted to £6,084,649 (2024: £5,453,084) split De Lucy House £586,181 (2024: £564,866), Lavender Fields £1,029,971 (2024: £995,004); The Orchards £670,856 (2024: £647,684); The Manor £735,738 (2024: £711,339); Buckler's Lodge £1,039,645 (2024: £994,882); Head Office £342,261 (2024: £366,791); Henley House £808,457 (2024: £165,761), The Meadowcroft £871,540 (2024: £1,006,757)

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At the balance sheet date, the Charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases which fall due as follows:

	Due within one year	Due within two to five years	Due after five years	Total
	£	£	£	£
De Lucy House	**591,921**	**2,367,684**	**12,065,457**	**15,025,062**
Lavender Fields	**2,073,381**	**4,150,855**	**23,121,733**	**29,345,969**
The Orchards	**676,490**	**2,705,962**	**16,437,792**	**19,820,244**
Buckler's Lodge	**1,810,539**	**4,256,662**	**27,668,306**	**33,735,507**
Meadowcroft	**904,742**	**3,618,967**	**25,166,704**	**29,690,413**
The Manor	**740,540**	**2,962,159**	**16,462,301**	**20,165,000**
Henley House	**837,179**	**3,350,578**	**20,769,461**	**24,957,218**
Head Office	**323,070**	**1,292,280**	**920,528**	**2,535,878**
Total as at 31 March 2025	**7,957,862**	**24,705,147**	**142,612,282**	**175,275,291**
Total as at 31 March 2024	5,986,501	23,973,350	145,871,810	175,831,661

The amounts payable increase annually over the course of the leases in line with the Retail Price Index. The amounts shown above make no assumption for this and are based on the current annual rent or the initial annual rent in respect of the future home.

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12 BUSINESS COMBINATIONS

On 14 February 2024, the Trust acquired 100% of the share capital of Broadacres Holdings Limited (company number 11161346), which in turn wholly owns Broadacres Care Home Limited (company number 09185042) and Broadacres Care Home Trading Limited (company number 09185042) (together "The Broadacres Group"). These companies together operate Broadacres care home, a 28-bed residential home in Barton Turf, Norfolk. The acquisition was accounted for using the purchase method.

Recognised amounts of identifiable assets acquired and liabilities assumed

	Book value £	Fair value adjustments £	Fair value £
Fixed Assets			
Freehold property	1,942,959	2,360,733	4,303,692
Computer equipment	2,318	-	2,318
Furniture and equipment	12,107	-	12,107
Motor vehicles	1,806	-	1,806
Intangible assets (goodwill)	115,260	(115,260)	-
	2,074,451	**2,245,473**	**4,319,923**
Current Assets			
Residential care home debtors	17,269	-	17,269
Other debtors	-	-	-
Prepayments and accrued income	1,926	-	1,926
Bank and cash balances	388,884	-	388,884
Total Assets	**2,482,529**	**2,245,473**	**4,728,002**
Creditors			
Trade creditors	(2,152)	-	(2,152)
Other creditors and accruals	(224,260)	-	(224,260)
Deferred income	-	-	-
Residents' deposits	(46,895)	-	(46,895)
Total identifiable net assets	**2,209,222**	**2,245,473**	**4,454,695**
Goodwill	-	-	-
Total purchase consideration	**2,209,222**	**2,245,473**	**4,454,695**

The adjustments made on acquisition correspond to the write off of goodwill and the revaluation of the property asset to fair value. The Broadacres Group has yet to be hived up into Greensleeves Homes Trust, and therefore the activity of subsidiaries is consolidated into these financial statements.

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Consideration

	£
Consideration paid (cash)	3,073,398
Loan advance paid (cash)	701,117
Deferred consideration (cash)	477,880
Costs of business combination	202,300
	4,454,695

Deferred Consideration

Under the purchase agreement, an amount of £250k was payable on the anniversary of the acquisition, which was paid during the year ended March 2025. A further amount of £278k was paid following finalisation of the completion accounts of the transaction.

Consolidation results

The results of The Broadacres Group since acquisition are as follows:

PROFIT AND LOSS	2025 £	2024 £
Turnover	1,479,555	123,515
Cost of Sales	(402,833)	(39,625)
GROSS PROFIT	1,076,722	83,890
Admin expenses	(779,211)	(106,212)
PROFIT BEFORE TAX	297,511	(22,322)

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GREENSLEEVES HOMES TRUST
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
31 MARCH 2025

BALANCE SHEET	2025 £	2024 £
FIXED ASSETS		
Fixed assets	2,460,940	2,074,451
	2,460,940	2,074,451
CURRENT ASSETS		
Debtors	421,307	22,754
Bank and cash balances	125,460	368,871
	546,767	391,625
CURRENT LIABILITIES		
Amounts falling due within one year	(1,224,413)	(980,293)
NET CURRENT ASSETS	(677,646)	(588,668)
TOTAL ASSETS LESS CURRENT LIABILITIES	1,783,294	1,485,783
CREDITORS		
Amounts falling due after more than one year	-	-
NET ASSETS	1,783,294	1,485,783
UNRESTRICTED FUNDS		
General funds	1,783,194	1,485,683
Share Capital	100	100
	1,783,294	1,485,783
RESTRICTED FUNDS		
TOTAL FUNDS	1,783,294	1,485,783

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13 FUNDS – Group

	At 1 April 2024	Income	Expenditure	Transfer between Funds	At 31 March 2025
	£	£	£	£	£
Unrestricted					
General funds	7,432,151	89,031,065	(94,732,651)	799,380	2,529,945
Revaluation reserve	26,851,291	11,267,303	(481,467)	(799,380)	36,837,747
Total unrestricted funds	34,283,442	100,298,368	(95,214,118)	-	39,367,692
Restricted					
Restricted funds	1,023,323	95,100	(519,533)	-	598,890
Total restricted funds	1,023,323	95,100	(519,533)	-	598,890
Total funds	35,306,765	100,393,468	(95,733,651)	-	39,966,582

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FUNDS - Charity

	At 1 April 2024	Income	Expenditure	Transfer between Funds	At 31 March 2025
	£	£	£	£	£
Unrestricted					
General funds	7,455,421	87,551,510	(92,132,006)	799,380	3,674,305
Revaluation reserve	26,851,291	11,267,303	(481,467)	(799,380)	36,837,747
Total unrestricted funds	34,306,712	98,818,813	(92,613,473)	-	40,512,052
Restricted					
Restricted funds	1,022,323	96,002	(519,533)	-	598,792
Total restricted funds	1,022,323	96,002	(519,533)	-	598,792
Total funds	35,329,035	98,914,815	(93,133,006)	-	41,110,844

General funds are unrestricted funds held for the general objects of the Trust's work.

The revaluation reserve represents the remainder of the increase in freehold homes property values that arose on transition to FRS 102 and the adoption of a deemed cost valuation, plus subsequent revaluations following the change of accounting policy to revaluation model for freehold property. The transfer between funds relates to additional depreciation charged as a result of revaluations.

Restricted funds represent donations received for particular purposes, sinking funds held on account, and monies raised by each home to be spent on specific projects and activities in that home.

14 ANALYSIS OF ASSETS BETWEEN FUNDS - Group

	Restricted funds	Revaluation reserve	General funds	Total
	£	£	£	£
Fixed assets	-	36,837,747	77,555,853	114,393,600
Other current assets	598,890	-	8,677,578	9,276,468
Current liabilities	-	-	(8,873,097)	(8,873,097)
Long term liabilities	-	-	(74,830,389)	(74,830,389)
Total net assets	598,890	36,837,747	2,529,945	39,966,582

Docusign Envelope ID: 66929948-0A13-4FD5-8223-6F904DD4AB7A

ANALYSIS OF ASSETS BETWEEN FUNDS – Charity

	Restricted funds £	Revaluation reserve £	General funds £	Total £
Fixed assets	-	36,837,747	79,148,399	115,986,146
Other current assets	598,792	-	8,130,856	8,729,648
Current liabilities	-	-	(8,774,561)	(8,774,561)
Long term liabilities	-	-	(74,830,389)	(74,830,389)
Total net assets	598,792	36,837,747	3,674,305	41,110,844

15 ANALYSIS OF NET DEBT – Group

	At 1 April 2024 £	Cash flows £	Other non-cash changes £	At 31 March 2025 £
Cash at bank and in hand	8,222,925	(5,217,599)	-	3,005,326
Loans from Retail Charity Bonds Plc	74,860,614	(100,393)	70,168	74,830,389
Total net assets	83,083,539	(5,317,992)	70,168	77,835,715

16 TAXATION

Greensleeves Homes Trust is a registered charity and is exempt from taxation on its income and gains to the extent they are applied in pursuance of its charitable purposes.

17 CONNECTED ENTITIES

The following entity is connected to the Trust by virtue of common or related objects or by unity of administration:

W R V S Trust – A charitable Trust supporting the activities of Greensleeves Homes Trust and the Royal Voluntary Service whose responsibility is to distribute legacies on receipt to the appropriate legatee. There were no transactions during the year.

18 POST BALANCE SHEET EVENTS

Since the year end, Gloucester House in Sevenoaks received a CQC rating of Inadequate. Following notification from the regulator and multiple and sustained challenges facing the home including with recruitment, in July 2025 the Trust made the difficult decision to start a managed closure of the home. Residents were supported to move to alternative facilities, including within Greensleeves Care, and staff were relocated within the Trust where possible. Closure was completed on 3rd September, and the site will be sold.

In September 2025, the Trust entered into an agreement for a £4m revolving loan facility, to support the cash position until property sales are completed. This is a 12 month facility with an optional 6 month extension.

GREENSLEEVES HOMES TRUST

England & Wales - Charity number 1060478

Accounts

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GREENSLEEVES HOMES TRUST

ANNUAL REPORT AND CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2024

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COMPANIES HOUSE

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GREENSLEEVES HOMES TRUST

**(A Company limited by Guarantee not having a share capital –
Company Registered Number 03260168)**

(Charity Registration Number 1060478)

ANNUAL REPORT AND CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2024

Docusign Envelope ID: 3CAF8F23-2944-4B00-81F1-829EEF27B64C

GREENSLEEVES HOMES TRUST

ANNUAL REPORT
YEAR ENDED 31 MARCH 2024

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GREENSLEEVES HOMES TRUST

LEGAL AND ADMINISTRATIVE DETAILS

(A Company limited by Guarantee not having a share capital – Company Registered Number 03260168)
(Charity Registration Number 1060478)

TRUSTEES

Mr D Bryan
Mr A Christie (appointed 16 May 2024)
Ms K Davies
Mr M Foster
Mr D P Kelly OBE
Mr M Lowe (appointed 16 May 2024)
Ms A Morris (Appointed 16 November 2023)
Ms D Pounds (Chair)
Mr M Shaha
Mr P C G Spence
Ms M Townson
Ms J Tombs (Resigned 30 October 2023)
Ms A Willimott (Appointed 16 November 2023)

COMPANY SECRETARY

Ms T Omoma

CHIEF EXECUTIVE

Mr P Newman

KEY MANAGEMENT PERSONNEL

Ms J Clarges – Director of Quality and Compliance
Mr C Doherty – Chief Financial Officer
Ms S King – Director of Business Development
Ms T Omoma – Director of Human Resources and Company Secretariat
Ms T Nelson – Divisional Director – North
Ms M Whittingham – Divisional Director – South
Ms S Weller – Director of Digital Transformation

REGISTERED OFFICE

138 Cheapside
London
EC2V 6BJ

STATUTORY AUDTOR

Grant Thornton UK LLP
30 Finsbury Square
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EC2A 1AG

INTERNAL AUDITOR

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Nottingham
NG1 5FS

BANKERS

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London EC2R 8AU

SOLICITORS

Wilsons Solicitors LLP
4 Lincoln's Inn Fields
London
WC2A 3AA

DAC Beachcroft LLP
Portwall Place
Portwall Lane
Bristol
BS1 6NA

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GREENSLEEVES HOMES TRUST
REPORT OF THE BOARD OF TRUSTEES
(INCORPORATING THE REPORT OF THE DIRECTORS AND THE STRATEGIC REPORT)
FOR THE YEAR ENDING 31 MARCH 2024

The Trustees, who are the directors for the purposes of the Companies Act 2006, present the report and financial statements of Greensleeves Homes Trust ("the Trust"/ "the Charity") for the year ended 31 March 2024. The Trustees confirm that the annual report and financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic or Ireland (FRS 102) (effective 1 January 2019).

Strategic Report Year Ended 31 March 2024

Aims

Greensleeves Homes Trust is a charitable organisation providing care and accommodation for older people, primarily by operating residential and nursing homes in the South and East of England.

Our mission is to encourage our residents to thrive as individuals, and our employees to practice as caring professionals. Our values of Respect, Openness, and Responsibility support us in achieving this.

Greensleeves Homes Trust aims to expand its charitable impact by increasing the number of beneficiaries receiving our high-quality care and support services.

Charitable Objectives and Activities

The objects of Greensleeves Homes Trust as defined by its Memorandum and Articles of Association are:

- The relief of persons who are in need by reason of age, ill-health or disability by the provision, or assistance in the provision, of accommodation and associated facilities, services and amenities or by such other means as may be charitable.
- such other purposes for the benefit of the community as shall be exclusively charitable.
  in each case for the public benefit.

The Trustees have had regard to the Charity Commission's guidance on public benefit when reviewing the charity's aims and objectives and planning future activities to meet these.

Greensleeves Homes Trust meets these objectives through the provision of residential, dementia and nursing care, in care homes across the South and East of England. Care is offered uniformly, regardless of resident background or financial situation. We operate a Home for Life policy, which commits to continuing to provide care for private residents who through financial depletion become eligible for Local Authority funding. This offers reassurance to residents and relatives that a home with Greensleeves is a home for life for as long as we can continue to safely meet their needs.

The Trust's strategic goals are:

- Quality First: Embed continuous quality improvement across our homes to deliver ever-improving person-centred care and safe working conditions.

- Empowered People: Retain over 80% of our colleagues through an inclusive culture, inspiring learning and development programmes and promoting a gold standard employee experience.

- Sustainable Development: Operate more and better homes, where people love to live and work, expanding our charitable impact in a viable, green and affordable manner.

The Trust sets short term and long-term aims to support the furtherance of its objectives and strategic goals. Short-term aims focus on the enhancement of current services, and include:

- Development of activities provisions to meet the needs of all residents.

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- Recruitment, retention and development of high-quality care and support colleagues.
- Increasing the proportion of homes with Care Quality Commission ratings of Good or Outstanding.
- Implementation of new technological solutions for increased efficiency and accuracy.
- Embedding the culture of the Trust into new homes and growing these to capacity.
- Promoting our Home for Life policy, which supports residents who experience financial depletion whilst in our care.

Long term aims include:

- Progression of plans for new-build homes at Newport Pagnell, Westfield and Rye.
- Review of financing arrangements to support future development activity and acquisitions.

The Trust measures success against its objectives through various Key Performance Indicators, including CQC ratings, carehome.co.uk ratings, colleague turnover, occupancy, CQC registered beds, and funded resident percentage.

As at 31 March 2024, we had facilities across the group to care for up to 1,275 residents across 28 homes, an increase of 23 beds and one home compared to the prior year.

In furtherance of our charitable objectives, during the year the charity increased the number of residents it can care for through the acquisition of a 28-bed care home, Broadacres, in Norfolk, which joined the group in February 2024. Mount Ephraim House also reopened as a 57-bed home, following extensive redevelopment. A further two bedrooms were added to Glebelands, our nursing home in Wokingham, Berkshire.

Following an operational review, the decision was taken to transfer our operations at St Cross Grange in Winchester to a local not-for-profit care provider and to close the home. This resulted in a reduction in our capacity by 64 residents.

Our services continue to be highly rated by residents, family and friends, with a Carehome.co.uk group score of 9.6 out of 10 and 22 of our homes achieving this score or greater. Any surpluses generated by the Trust's activities are reinvested into the maintenance and improvement of our homes and services, including supporting our Home for Life policy.

Achievements and Performance

The year to March 2024 was preceded by a challenging year for the Trust, which operated in difficult economic conditions and experienced issues with occupancy and agency usage at some homes. Despite resolving several of these issues during the year, they continued to persist to some extent until March 2024, with an associated impact on financial performance.

Occupancy levels:

Occupancy levels increased over the year, averaging 86.5% on a phased basis, and at the end of the year, we cared for 1,056 residents across our services. Sixteen of our homes finished the year with occupancy levels over 90%, having returned to pre-pandemic levels. A small number of homes, however, achieved slower than budgeted recovery from operational issues.

Colleague retention and agency workers:

We are proud that our colleague retention remains strong. Our turnover as at year end as 20.9% which is significantly below the average turnover across the care sector of 28.3% (Skills for Care report published in October 2023). We have implemented a strategy to help reduce the need for agency workers. Where agency is being used, we seek to ensure these are regular agency workers who will be familiar with our residents and the work environment in our care homes.

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We achieved Living Wage accreditation which means Greensleeves Care has official status as a Living Wage employer with the mark of responsible pay. We will endeavour to ensure we maintain this recognition annually to support our drive to be an employer of choice.

Our Quality First Initiative has been extended during the year. This scheme provides financial incentives for colleagues to take on additional shifts beyond their contracted hours, aiming to improve the consistency of staffing for residents and reduce reliance and spending on agency workers. Uptake has been mixed across the estate, with several homes using little or no agency workers during the year. However, local recruitment market conditions have proven challenging in a few homes, resulting in heavier reliance on agency workers to maintain safe services. Over a third (37%) of expenditure on agency workers during the year arose from just three homes.

To address staffing challenges, we are investing in recruitment capacity at a home level to support efficient application processing. We are also implementing new time and attendance software to make available shifts visible to colleagues via an app, which should improve shift uptake. During the year, to reduce the financial impact of agency workers requirements, we have implemented an agency booking tool, which helps to ensure value for money by using select suppliers at pre-agreed rates. Early indications during 2024/25 show a marked reduction in agency usage and hourly cost.

CQC ratings:

At the time of writing, 20 of our homes have a CQC rating of Good, two are rated Outstanding, four are currently rated Requires Improvement, and two have yet to be inspected.

Reputation:

We measure our reputational performance by referencing ratings on external websites such as carehome.co.uk and through the receipt of industry awards. At the time of writing, the Trust had a group score of 9.6 out of 10 on carehome.co.uk, with 22 of our homes individually achieving this rating or higher.

During the year, Greensleeves Care has achieved a 'Top 20 Large Care Home Group' Award from leading online care home directory, Carehome.co.uk, for the seventh year running.

Along with its inclusion in the top large care home group list, Greensleeves Care is also celebrating the individual success of one of its homes in the awards, Torkington House in Acton, which was named in the Top 20 Care Homes in London.

The annual Carehome.co.uk Awards recognise care home groups according to their ranking on the platform, which is based on impartial, independent reviews from care home residents, their families and friends.

Mount Ephraim House:

The renovation of Mount Ephraim House was completed during the year following extensive delays, and we welcomed our first residents in June 2023. The home is filling faster than budgeted despite some extended snagging works, now resolved, that restricted admissions in the later part of the year.

Broadacres:

In February 2024, the Trust acquired Broadacres Care Home through a purchase of 100% of the share capital of Broadacres Holdings Limited (11161346). Broadacres Holdings Limited, in turn, is the sole owner of Broadacres Care Home Limited (09185042) and Broadacres Care Home Trading Limited (09185314). Broadacres is an established 28-bed residential care home in Barton Turf, Norfolk. The results of Broadacres Care Home for the period from acquisition to 31 March 2024 are consolidated into these accounts. Work is ongoing to support the home as it embeds into the Greensleeves culture. It is planned that the care home's activity will be hived up into Greensleeves Homes Trust during the year to 31 March 2025, and the subsidiary companies will be dissolved after that.

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Newport Pagnell:

In February 2024, the Trust purchased a plot of land in Newport Pagnell, complete with planning permission for a 60-bed care home, which will serve to reprovision the existing home at Tickford Abbey and add additional capacity to the Trust. The optimal financing strategy for the construction of the home is under review.

Property sales:

St Cross Grange closed in September 2023 following the transfer of the home's operations to a new facility operated by a local, not-for-profit operator. The sale of the site was also completed in September 2023.

Croxley House, a closed home in Croxley Green, Hertfordshire, was expected to sell during the year. Unfortunately, the sale was met with delays, and the property removed from the market. The intention is to remarket the site for sale in the year to March 2025.

Henley House was sold on a sale and leaseback arrangement in January 2024 for £14.8m. Part of the proceeds of this transaction were used to purchase Broadacres care home and the development site at Newport Pagnell.

Colleague well-being:

We continue to progress our Wellbeing strategy and see good levels of engagement with our Thrive app (a mental wellbeing app). Whilst all user data is confidential, anonymous and aggregated, we believe usage of the app is having a positive impact on sickness absenteeism (our average sickness absence rate as at year end was 3.5% which is below the average for the sector of 6%). During the year, we also delivered in person mental wellbeing drop-in sessions to discuss topics such as stress awareness, anxiety, managing mental health in the Workplace

"I learn something new every day. I've made such great relationships."

Investment in Financial Wellbeing is of equal importance and in addition to our long-standing Employee Assistance Program, over the last year, we have focused on promoting our financial wellbeing hub which includes planning for retirement.

Employee 'Temperature Check' surveys are routinely conducted at homes to measure the current level of engagement and we see results that indicate Greensleeves Care is a great place to work.

Funded residents:

The Trust aims to support approximately 25% of our residents, funded through Local Authorities or the NHS, to support our charitable aims. In the year to 31 March 2024, 24.3% of our residents were funded in this way. As an organisation, we are seeing an increase in the number of private residents whose financial reserves have depleted and are transitioning to Local Authority or NHS funding under our Home for Life policy. We continue to manage admissions across the Trust to ensure the mix of privately and publicly funded residents remains at our target level.

Stakeholder Engagement

Feedback from our residents and relatives provides some of the best measures of performance against our aim of providing high-quality care and helps us shape the work that we do to further our charitable purpose. We receive reviews directly and via platforms such as carehome.co.uk.
Some comment highlights from this year include:

- A W (Son of Resident): The experience myself and my family have had over the past few years is nothing but brilliant. The staff are great and the management just the same.
- G D (Son of Resident): You looked after my mum for her last 14 months when we couldn't. You treated her with respect, dignity and love and treated her as one of your family and we as a family will forever be in your debt. Thank you.

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- J N (Resident): I am very happy and settled. The care provided is excellent and from living on my own for a long time I feel really happy and at home.
- L S (Respite Resident): I arrived a mere shadow of myself and left feeling almost normal.
- S G (Son of Resident): I am thrilled to share my heartfelt appreciation for the incredible care now being provided to my mum.
- Callum (Grandson of Resident): Choosing Greensleeves for my nan's care has been one of the best decisions we've made as a family.
- Deborah (Sister of Resident): my sister's quality of life has improved beyond our expectations.

"Choosing Greensleeves for my nan's care has been one of the best decisions we've made as a family."

Our homes are fortunate to benefit from the support of volunteers who give their time freely to assist with activities and fundraising events or offer friendly conversation and companionship to residents. The Trustees wish to thank all those volunteers who helped us deliver a valued and essential service and positively contribute to our residents' lives.

Financial Review

The financial statements for the year ended 31 March 2024 comply with Financial Reporting Standard 102 (FRS 102), 'the Financial Reporting Standard in the UK and Republic of Ireland', and the Charities Statement of Recommended Practice (Charities SORP (FRS102)).

The primary source of income during the year to 31 March 2024 was resident care fees, relating to our core activity of providing residential, dementia and nursing care.

During the year, the group generated Earnings before Interest, Tax, Depreciation and Amortisation (EBITDA) of £2.3m, and an underlying net surplus of £2.4m despite cost inflation and stubbornly high agency fees. Once adjustments have been made for the impact of new developments and a number of one-off items described below, this translates into a net deficit of £4.5m for the year after depreciation.

Development

The speed of admitting new residents determines the negative impact on net earnings of a new home over the short term. The Trust defines this as the reduction in surpluses arising from a home during the growth phase. Due to initially low resident numbers and the need to recruit staff before admissions, new homes represent an initial drag on resources, typically taking two or more years to reach total operating capacity. The slower the increase in resident numbers, the more expensive this phase becomes. Comparing a home's expected surplus from mature operation with actual results identifies the financial impact on the organisation.

During the year, the Trust had the following homes in the growth phase:

	Development Impact £'000
Buckler's Lodge	2,404
The Meadowcroft	1,384
Mount Ephraim House	1,130
Total Development Impact	**4,918**

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This development impact represents the total additional surplus that the Trust's current estate can be expected to generate once fully operational.

The underlying performance of the estate, the net loss per the accounts adjusted for non-routine items and development impact, is shown below, giving a clearer picture of the underlying performance of the Trust.

	2023/24	2022/23
	£'000	£'000
Net (loss) per accounts	**(4,511)**	(15,933)
Add back asset revaluation	-	7,418
Net (loss) before asset revaluation	**(4,511)**	(8,515)
Non-routine items detailed below	2,001	4,860
Development Impact	4,918	4,863
Underlying surplus	**2,408**	1,208
Depreciation	3,448	3,410
Loan interest	3,378	3,381
Underlying EBITDA	**9,234**	7,999

Non-routine items

The results have been adversely affected by one-off items relating to four homes, together with one home closure and one sale:

- Viera Gray House: During the prior year, Viera Gray House experienced some operating difficulties, resulting in a temporary curtailment of the admission of new residents, which persisted into the year to 31 March 2024, resulting in a further drop in occupancy levels. These issues were resolved during the year, and a new manager was recruited. We have, therefore, been able to carefully admit new residents into the home in the latter part of the year, and occupancy has continued to recover post year-end. The budgetary impact of reduced occupancy levels during the year was £882k.

- St Cross Grange: The decision was made to close St Cross Grange, our home in Winchester, during the prior year, and closure was anticipated in October 2022. An arrangement was made for all colleagues and residents to transfer to a nearby new-build facility opened by another charitable provider. Completion was delayed so the transfer eventually took place in September 2023. This period of uncertainty and costs of delayed building works resulted in the home generating an unbudgeted loss of £206k during the year up to the point of closure.

- Clarendon Lodge: This home is the replacement home for Croxley House. Due to operational issues, we experienced delays to resident admissions until January 2024. This was longer than originally budgeted for. These issues are now resolved, a robust new management team is in place, and occupancy levels are beginning to recover. The financial impact of these delays equated to £722k during the year.

- Croxley House: The sale of Croxley House was expected to be completed in March 2022, but the sale was met with delays and sale has not been achieved. For insurance purposes, the Trust must maintain 24-hour on-site security at the building, which cost £191k during the year.

Balance Sheet

The balance sheet as of 31 March 2024 shows net current assets of £5,997k (2023: £842k). The year-end cash balance was £8,223k (2023: £2,281k), an increase arising from the sales of Henley House and St Cross Grange, offset by purchases including the Broadacres group and the site at Newport Pagnell.

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Post Balance Sheet Events

There have been no material post-balance sheet events.

Reserves

The Reserves Policy is considered annually, and the Board of Trustees review the Trust's reserve levels throughout the year in light of its planned activities, budget and cashflow forecasts. The Board believe it necessary to hold adequate reserves to ensure that future standards of service and accommodation offered to residents can be maintained and improved, as well as to fulfil any committed acquisition and development activity.

As such, the Trust should have sufficient reserves available to fund revenue costs in the event of any unexpected problems. As the Trust's operational sites are widespread, such problems are expected to be isolated to a particular site. Therefore, the reserves provision for revenue costs has been set at 10% of the Trust's three-month ordinary costs. In addition to this requirement and our active development programme, further reserves should be available that are equivalent to actual capital commitments, less any associated finance arrangements already in place.

At the balance sheet date, the Trust's free unrestricted reserves before long-term liabilities were £4,974k, which represents a surplus of £2,266k above the £2,708k required to fulfil the above requirement. The Board are comfortable that holding this higher level of reserves is appropriate given future planned capital works programmes.

On transition to FRS 102, the decision was taken to adopt a deemed cost value at the date of transition for the freehold homes using their value as at 1 April 2014 thus creating a revaluation reserve equivalent to the increased value only of those homes that had risen in value. In the year to 31 March 2023, the fair value model was applied to freehold assets, representing a change in accounting policy. A reserves transfer is applied annually to account for the increased depreciation arising from the revaluation exercise. The balance of the revaluation reserve at 31 March 2024 was £26.9m (2023: £32.7m).

The Trust's Senior Management Team actively monitors reserves on behalf of the Board of Trustees. They are responsible for providing quarterly updates and highlighting any potential problems.
Restricted funds of £1,023k (2023: £632k) represent donations received and resident deposits.

Principal Risks and Uncertainties

The Trust maintains an active digital risk register covering operational and financial risks. The Senior Management Team monitors this regularly and reviews it with the Finance & Audit, Property and Care & Quality Improvement Committees, and the Board of Trustees. The Trust also conducts internal and external reviews covering areas such as Care, Health and Safety, HR and Finance to reduce risk across the organisation.

The following are considered the key risks and uncertainties currently facing the Trust:

- Quality failings: Issues with the quality of our services result in substandard experiences for our residents. Further risks would include downgrading of CQC ratings, restrictions on admissions, reputational damage, and resultant financial implications. The Trust is reviewing all auditing processes to ensure that any weaknesses are rectified as soon as possible.

- Workforce difficulties: High colleague turnover and an inability to recruit quality colleagues result in inconsistent care and reduce our ability to curtail agency spending. We continue to pay a minimum of the Real Living Wage and are investing in schemes to support, develop and progress colleagues.

- Occupancy: Failure to increase occupancy, both in our new homes and those recovering from operational issues, threatens the organisation's financial stability. This risk is being mitigated through focused marketing support and the use of targeted offers.

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- Fundraising: An inability to continue to raise funds to further our sustainable development and to refinance the first loan from Retail Charity Bond plc in 2026 would be a concern. We prepare and regularly review a long-term financial plan to monitor the impacts of short and long-term strategies on our financial position. The Trust is already considering options to establish the optimal refinancing solution for the 2026 bond, and progress on the selected option is likely to commence in Autumn 2024.

Going Concern

The past few years have proved challenging for the Trust. Delayed occupancy recovery, coupled with recruitment challenges and broader economic conditions, has had a detrimental effect on the organisation's financial position.

During the year, some of the critical operational issues arising in the prior year were resolved, albeit later than anticipated. These delays have had a detrimental impact on the Trust's financial performance in the current year. Resident numbers at our new and filling homes have also built more slowly than budgeted. Across the organisation, despite solid recruitment efforts, the need to rely on agency workers to maintain safe services has resulted in significant temporary increases in our staffing costs. During the year and since the year-end, we have tackled both the cost of agency workers through improved supplier selection and rate agreements, as well as the number of hours of agency utilised through improved rota management and incentive schemes to encourage overtime uptake. At the time of writing, agency usage has dropped 20% compared to year-end levels.

In January 2024, the Trust entered into a sale and leaseback arrangement on Henley House, our site in Ipswich. This generated cash inflows of £14.8m, part of which was used to purchase the Broadacres group and the land at Newport Pagnell. The overall impact of this has left the Trust in a healthier year-end cash position and enabled us to continue our sustainable development programme, increasing our reach to more older people.

Occupancy levels have started the financial year 2024/25 below budget due to slower-than-expected occupancy growth in the year's final quarter to March 2024. In a number of homes in the occupancy growth phase, savings can be made to offset reduced revenues to some extent. The Trust has flexibility in the financing and timing of building the new Newport Pagnell home, including a loan facility, a sale and leaseback arrangement or development delay. Options are being fully considered before a decision is made. Stress tests and forecast sensitivities, based on a variety of occupancy assumptions, suggest that reducing the cash outflow of the development ensures that in the event of a downturn in occupancy recovery or other worsening of performance, the Trust will have sufficient cash to operate over the next 12 months.

As such, the Trustees consider that Greensleeves Homes Trust has adequate resources to continue in operational existence for the foreseeable future, being a minimum of twelve months from the date these accounts are approved, with no material uncertainties regarding going concern identified. For this reason, these accounts have been prepared on a going concern basis.

Plans for Future Periods

In furtherance of our charitable objectives and strategic goals, the Trust has the following vital plans for the coming year:

Recruitment, retention and development: To extend and enhance the Quality First Initiative, which encourages Greensleeves colleagues to take on additional shifts, thereby reducing agency usage and improving care continuity, and to continue to monitor this for effectiveness during the year. We plan to use targeted local recruitment advertising to support key homes and increase our use of sponsorship licences to widen the recruitment pools we can access. These measures and our colleague retention initiatives will enable us to reduce the number of agency hours required. This, coupled with agreeing fair rates with suppliers, will significantly reduce agency spending.

Occupancy: We aim to improve occupancy at all homes operating below pre-pandemic levels and at new homes. This will be achieved through marketing campaigns, raising awareness both online and through local press, and reviewing our resident journey to ensure that it is as seamless as possible. We will also continue to promote our Home for Life policy, enabling prospective residents to consider this as part of their decision-making process.

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Review long-term funding arrangements: To select the optimum long-term funding strategy incorporating repayment of the Retail Charity Bond facility ahead of maturity in 2026.

Care Quality: To implement the Gold Standards Framework across our homes, particularly for residents living with dementia or on end-of-life care. To ensure all colleagues receive high-quality training and development opportunities, enabling them to provide the best standards of care. We also plan to continue to develop internal audit techniques, to identify and rectify weaknesses at the earliest opportunity.

Digital Transformation Programme: To continue implementing and exploring digital tools and software available to support high-quality care and ensure the organisation's efficiency.

Growth and consolidation: To conduct a detailed review of our homes to ensure that all are operating efficiently and contributing positively to the organisation. To consider funding options available in the short and medium term, maintain comfortable working capital levels, and fund the future development pipeline.

Strategic Report – Companies Act 2006 s172(1)

The Trustees, both individually and collectively, consider that they have acted in ways that they believe in good faith to be most likely to promote the success of Greensleeves Homes Trust. Decisions made during the year ended 31 March 2024 have been taken to benefit both residents and colleagues. We actively encourage feedback from residents and relatives through annual satisfaction surveys and regular meetings.

Caring for our residents is fundamental to the Trust's success, and we endeavour to provide exemplary and innovative care to all residents, across all of the Trust's homes, at all times. We also strive for our homes to actively be part of the community through engagement with other local organisations.

We recognise that colleagues, both at individual homes and at Head Office, are the Trust's most important asset and aim to be responsible employers in our approach to the pay and benefits our employees receive. The health, safety and well-being of colleagues and residents are of the highest importance, and ensuring these is one of the primary considerations when making decisions and operating the Trust.

Streamlined Energy and Carbon Reporting

The Streamlined Energy and Carbon Reporting disclosure presents our carbon footprint within the United Kingdom across Scope 1, Scope 2 and Scope 3, an appropriate intensity metric, the total energy usage of electricity, gas and transport fuel, and an energy efficiency improvements summary.

Scope 1 consumption and emissions include direct combustion of natural gas and fuels used for transportation operations, such as company vehicle fleets. Scope 2 Consumption and emissions refer to indirect emissions related to the consumption of purchased electricity in day-to-day business operations. Scope 3 consumption and emissions cover emissions from sources not directly owned by us. This relates to grey fleet (business travel undertaken in employee-owned vehicles) only.

	Year ended 31 March 2024			Year ended 31 March 2023#		
	Consumption kWh	**Emissions tCO2e**	**Intensity Metric ***	Consumption kWh	Emissions tCO2e	Intensity Metric *
Gas and other fuels (Scope 1)	10,735,557	1,989.34	1.56	11,007,882	2,038.50	1.63
Electricity (Scope 2)	4,428,691	925.74	0.73	4,454,731	861.46	0.69
Transport (Scope 1 & 3)	517,736	119.54	0.09	487,377	113.29	0.09
Overall	**15,681,983**	**3,121.82**	**2.38**	**15,949,990**	**3,013.25**	**2.41**

** Intensity metric represents tCO2e per CQC registered space across currently operating homes.*

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 # Data for the year ended 31 March 2023 has been restated, as supplier invoices covering multiple months during the reporting period have been re-billed, impacting electricity and natural gas consumption.

Greensleeves Homes Trust is committed to year-on-year improvements in operational energy efficiency. As such, a register of energy efficiency measures has been compiled with a view to implementation in the next five years.

A Sustainability Working Group has been established to regularly review current policies and procedures to ensure energy efficiency and sustainability is prioritised in the future.

Ongoing measures including those undertaken in this year:

- All lighting upgrades and replacements done using LED.
- Installed smart meters and water meters across the Trust.
- Electricity contracts were renewed with REGO-backed contracts, meaning our supply is now 100% renewable.
- Gas dryers are being replaced with electric dryers as units fail. Two homes have now moved to electric.
- Operating a cycle to work scheme to reduce staff reliance on cars.
- Moved to a centralised waste management contract to increase recycling percentages.

We are pleased to note the reduction in the overall Intensity Metric shown above. Despite our growth, we have achieved a reduction in consumption of both electricity and gas. Electricity emissions have increased; however, this figure is calculated using the average emissions of the National Grid (location-based emissions), which worsened during 2023 (on which this data is based) versus 2022. The Trust switched to a fully renewable electricity supply during the year. Recalculating the electricity emissions (tCO_2e) using emissions factors specific to the contractual instruments in place (market-based emissions), brings this figure down from 925.74 to 716.61, producing a revised intensity metric of 0.56. The market-based electricity emissions will be reduced to zero going forward as a result of the switch to renewable supply.

Measures for the future include:

- Installation of minimum 2 EV charge points at all new build homes.
- Replacement of single use products with reusable alternatives.
- Creation of food waste action plans to reduce food waste in our homes.
- Solar (PV) units to be installed where possible to homes.
- Surveys of homes being undertaken to assess energy efficiency and produce a strategy for improvements.
- All new homes to have electric systems for heating and hot water.

Structure Governance and Management

Greensleeves Homes Trust is a company limited by guarantee and a registered charity. Its governing document is its Memorandum and Articles of Association.

The Board of Trustees is currently composed of 12 members. These are the legal directors of the company and are responsible for the overall direction and strategy of the Trust and for overseeing its financial affairs.

Trustees are recruited by an external agency specialising in non-executive recruitment. The goal is to attract suitable individuals to enhance the existing Board's skill set and address any skills gaps. Potential candidates are interviewed by the Nominations Committee or a panel of board members, and suitable candidates are recommended to the Board for appointment.

New Trustees receive essential documents such as the Memorandum and Articles of Association, the current annual budget and business plans, and information on regulatory requirements in the care and charity sectors. They also meet with the Chief Executive to discuss strategy and objectives and identify any additional training needs. The Chief Executive and board papers keep Trustees informed about Trust developments and relevant legislation.

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The current Trustees have diverse backgrounds and contribute valuable expertise and advice, as well as the support of external advisers.

The Board of Trustees meet regularly throughout the year, at quarterly Board meetings, and in smaller groups at sub-committee meetings. The Trustees currently have the following sub-committees, which report directly to the Board:

- Finance and Audit Committee: Responsible for providing the Board with assurance on the adequacy of all systems, controls, processes including risk management processes, which may affect the Trust's ability to meet its objectives; and to ensure that financial resources are being deployed appropriately.

- Property Committee: Responsible for providing the Board, the Chief Executive and the Senior Management Team with advice on property-related issues consistent with the Trust's objectives.

- Remuneration Committee: Responsible for advising the Board and Chief Executive on pay and reward throughout the Trust, with a particular focus on the pay of senior management, any reward and incentive scheme, and pension issues.

- Care & Quality Improvement Committee: Responsible for the clinical governance and risk management of resident safety and experience, quality standards and compliance, and service development/innovation.

- Nominations Committee: Responsible for effective succession planning for senior roles in the Trust, such as the Chair, Vice Chair, Chair of any standing committee, Trustees and the Chief Executive.

Trustees delegate the day-to-day running of the charity to the Chief Executive, who is supported by the Senior Management Team. Together, these individuals are responsible for developing and enhancing services within the Trust's objectives, recruiting appropriately qualified staff who align with the Trust's values, and maximising the use of Trust assets. They also provide strategic and operational leadership to meet regulatory requirements, maintain service standards within budget, and identify new income streams and development opportunities.

The Trust has a Remuneration Policy that is regularly reviewed and helps ensure that we appropriately reward and motivate colleagues. The Trust is committed to ensuring we pay our colleagues fairly while responsibly managing our financial resources. The Board of Trustees makes the final decision on any employee-wide pay increases as part of the annual budget-setting process.

The pay of the Senior Management Team is independently reviewed and benchmarked against other similar care providers annually. The Remuneration Committee determine the final level of increase, giving specific consideration to Executive pay, namely the Chief Executive, the Chief Financial Officer, the Director of Quality and Compliance, the Director of Business Development and the Divisional Director posts. In setting the salary for these roles, the Trust will consider market data and Greensleeves Homes Trust's future growth plans.

Disabled Persons

We are committed to encouraging diversity amongst our workforce and seek to make reasonable adjustments to ensure our premises and working conditions meet the needs of disabled employees and job applicants. All colleagues are afforded the same opportunities.

Employee involvement

The Trust has established work practices that enable effective communication and engagement with colleagues, such as the quarterly newsletter and the engagement survey. Team meetings are held at all homes regularly, allowing employees to discuss any issues and make suggestions on how their home operates.

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Fundraising

Part of the Trust's income is from donations and fundraising. Donations are generally unsolicited and received from the residents' families after they have left the home. Fundraising income is generated by events held at homes, such as raffles, summer fayres, or Christmas parties. Any monies raised are used for resident benefit, general amenity purposes, or more significant purchases. Events are organised in-house by our teams, sometimes with the assistance of local volunteers. We have strict controls around fundraising and ensure that two or more people handle any cash. Participation in any fundraising is voluntary, and we do not unduly pressure people to give money or other donations. No third parties are engaged to assist with fundraising efforts. The Trust received no complaints in relation to fundraising during the year.

The Trustees formally approve the Report of the Board of Trustees and the Strategic Report. They also approve the Strategic Report in their capacity as company directors.

By Order of the Trustees

Dallas Pounds

Ms D Pounds – Chair, Greensleeves Homes Trust

Date: 30/7/2024

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GREENSLEEVES HOMES TRUST
STATEMENT OF TRUSTEES' RESPONSIBILITIES
YEAR ENDED 31 MARCH 2024

The trustees (who are also directors of Greensleeves Homes Trust for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under that law the trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law), including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable group will continue in business.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees confirm that:

- so far as each trustee is aware, there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all the steps that they ought to have taken as trustees in order to make themselves aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Qualifying third party indemnity provisions

The company has granted an indemnity to all of its trustees (who are also the directors of the charitable company for the purposes of company law) against liability in respect of proceedings brought by third parties, subject to the conditions set out in the Companies Act 2006. Such qualifying third party indemnity provisions remains in force as at the date of approving the Report of the Board of Trustees.

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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF GREENSLEEVES HOMES TRUST

Opinion

We have audited the financial statements of Greensleeves Homes Trust (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2024, which comprise the Consolidated Statement of Financial Activities, the Consolidated and Charity Balance Sheets, the Consolidated Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards , including Financial Reporting Standard 102; The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 March 2024 and of the group's and the parent charitable company's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice including FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Statement of Recommended Practice: Accounting and Reporting by Charities, 2019 Edition; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We have been appointed as auditor under the Companies Act 2006 and report in accordance with regulations made under that Act. We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the 'Auditor's responsibilities for the audit of the financial statements' section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We are responsible for concluding on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group's and the parent charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify the auditor's opinion. Our conclusions are based on the audit evidence obtained up to the date of our report. However, future events or conditions may cause the group or parent charitable company to cease to continue as a going concern.

In our evaluation of the trustees' conclusions, we considered the inherent risks associated with the group's and parent charitable company's business model including effects arising from macro-economic uncertainties such as the impact of inflation and the cost of living crisis, we assessed and challenged the reasonableness of estimates made by the trustees and the related disclosures and analysed how those risks might affect the group's and parent charitable company's financial resources or ability to continue operations over the going concern period.

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's and parent charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF GREENSLEEVES HOMES TRUST

Other information

The other information comprises the information included in the Annual Report and Consolidated Financial Statements, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the Annual Report and Consolidated Financial Statements. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.
We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Strategic Report and the Directors' Report, prepared for the purposes of company law, included in the Report of the Board of Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Strategic Report and the Directors' Report included in the Report of the Board of Trustees have been prepared in accordance with applicable legal requirements.

Matter on which we are required to report under the Companies Act 2006

In the light of the knowledge and understanding of the group and parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report or the Directors' Report included in the Report of the Board of Trustees.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent charitable company, or
- returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities set out on page 13, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group and the parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

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Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below:

- We obtained an understanding of the legal and regulatory frameworks that are applicable to the group through our general not for profit and charity sector experience and discussions with management. We determined that the following laws and regulations were most significant: Charities SORP 2019, FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland', Charities Act 2011, Companies Act 2006, Data Protection Act 2018 and Care Standards Act 2000.
- We enquired of management concerning the group's and parent charitable company's policies and procedures relating to:
  - the identification, evaluation and compliance with laws and regulations;
  - the detection and response to the risks of fraud; and
  - the establishment of internal controls to mitigate risks related to fraud or non-compliance with laws and regulations.
- We enquired of management and the Finance and Audit Committee, whether they were aware of any instances of non-compliance with laws and regulations or whether they had any knowledge of actual, suspected or alleged fraud.
- We assessed the susceptibility of the group's and parent charitable company's financial statements to material misstatement, including how fraud might occur, by evaluating management's incentives and opportunities for manipulation of the financial statements. This included the evaluation of the risk of management override of controls. We determined that the principal risks were in relation to:
  - journal entries that increased revenues or that reclassified costs from the income statement to the balance sheet
  - potential management bias in determining accounting estimates
  - potential management bias in the revaluation of revalued freehold properties
  - potential management bias in the valuation and recognition of the acquisition of the Broadacres Group
- Our audit procedures involved:
  - identifying and assessing the design effectiveness of controls management has in place to prevent and detect fraud;
  - challenging assumptions and judgements made by management in its significant accounting estimates, such as valuations of certain freehold properties;
  - identifying and testing journal entries, in particular manual journal entries;
- In addition, we completed audit procedures to conclude on the compliance of disclosures in the Annual Report and Consolidated Financial Statements with applicable financial reporting requirements.
- These audit procedures were designed to provide reasonable assurance that the financial statements were free from fraud or error. The risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error and detecting irregularities that result from fraud is inherently more difficult than detecting those that result from error, as fraud may involve collusion, deliberate concealment, forgery or intentional misrepresentations. Also, the further removed non-compliance with laws and regulations is from events and transactions reflected in the financial statements, the less likely we would become aware of it;
- Assessment of the appropriateness of the collective competence and capabilities of the engagement team included consideration of the engagement team's:
  - understanding of, and practical experience with audit engagements of a similar nature and complexity through appropriate training and participation

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- knowledge of the industry in which the client operates
- understanding of the legal and regulatory requirements specific to the entity/regulated entity including:
  - the provisions of the applicable legislation
  - the regulators rules and related guidance, including guidance issued by relevant authorities that interprets those rules

- The team communications in respect of potential non-compliance with laws and regulations and fraud included the potential for fraud in revenue recognition, improper use of charitable funds and serious incident reports submitted to the Charity Commission in the period;
- In assessing the potential risks of material misstatement, we obtained an understanding of:
  - the group's and parent charitable company's operations, including the nature of its revenue sources, products and services and of its objectives and strategies to understand the classes of transactions, account balances, expected financial statement disclosures and business risks that may result in risks of material misstatement.
  - the group's and parent charitable company's control environment, including the policies and procedures implemented to comply with the requirements of its regulator, including the adequacy of the training to inform staff of the relevant legislation, rules and other regulations of the regulator, the adequacy of procedures for authorisation of transactions, internal review procedures over the entity's compliance with regulatory requirements and procedures to ensure that possible breaches of requirements are appropriately investigated and reported.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Grant Thornton UK LLP

James Bird
Senior Statutory Auditor
for and on behalf of Grant Thornton UK LLP
Statutory Auditor, Chartered Accountants
London
Date: 30/7/2024

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GREENSLEEVES HOMES TRUST

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT) YEAR ENDED 31 MARCH 2024

	Notes	Unrestricted Funds 2024	Restricted Funds 2024	Total 2024	Unrestricted Funds 2023	Restricted Funds 2023	Total 2023
INCOME FROM		£	£	£	£	£	£
Charitable activities							
Residents' care fees		**77,976,567**	**-**	**77,976,567**	63,449,452	-	63,449,452
Residents' sundries		**474,944**	**-**	**474,944**	410,540	-	410,540
Covid-19 Funding		**-**	**-**	**-**	-	162,728	162,728
Rental income		**319,370**	**-**	**319,370**	426,957	-	426,957
Raising funds							
Donations and fundraising		**-**	**391,205**	**391,205**	-	46,917	46,917
Investments	2	**8,500**	**-**	**8,500**	6,224	-	6,224
Other							
Miscellaneous income		**35,080**	**-**	**35,080**	652,135	-	652,135
Surplus from sale of fixed assets		**764,832**	**-**	**764,832**	-	-	-
TOTAL		**79,579,293**	**391,205**	**79,970,498**	64,945,308	209,645	65,154,953
EXPENDITURE ON							
Charitable activities							
Residents' care costs	3	**79,007,651**	**-**	**79,007,651**	69,503,844	203,345	69,707,189
Head Office costs	3	**5,113,957**	**-**	**5,113,957**	3,545,659	-	3,545,659
Rental costs	3	**196,242**	**-**	**196,242**	259,296	-	259,296
Raising funds							
Cost of raising finance	3	**163,769**	**-**	**163,769**	158,055	-	158,055
Other							
Loss of revaluation of assets	3	**-**	**-**	**-**	7,417,596	-	7,417,596
TOTAL	3	**84,481,619**	**-**	**84,481,619**	80,884,450	203,345	81,087,795
NET INCOME / (LOSS)		**(4,902,326)**	**391,205**	**(4,511,121)**	(15,939,142)	6,300	(15,932,842)
Transfer between funds	13	**-**	**-**	**-**	-	-	-
Gain on revaluation of assets	13	**-**	**-**	**-**	23,804,996	-	23,804,996
NET MOVEMENT IN FUNDS		**(4,902,326)**	**391,205**	**(4,511,121)**	7,865,854	6,300	7,872,154
FUNDS AT 1 APRIL 2023	13	**39,185,768**	**632,118**	**39,817,886**	31,319,914	625,818	31,945,732
FUNDS AT 31 MARCH 2024	13	**34,283,442**	**1,023,323**	**35,306,765**	39,185,768	632,118	39,817,886

All of the above results are derived from continuing activities.

The parent company has elected not to present its unconsolidated SOFA under section 408 of the Companies Act 2006.

The notes on pages 22 to 40 form part of these financial statements.

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GREENSLEEVES HOMES TRUST
CONSOLIDATED AND CHARITY BALANCE SHEETS
31 MARCH 2024

	Notes	Group 2024 £	Group 2023 £	Charity 2024 £	Charity 2023 £
FIXED ASSETS					
Tangible assets	7	**104,170,007**	113,765,339	**99,850,083**	113,765,339
Investment in Subsidiaries	5,12	-	-	**4,462,147**	4
		104,170,007	113,765,339	**104,312,230**	113,765,343
CURRENT ASSETS					
Debtors	8	**4,620,115**	3,714,990	**4,597,361**	3,714,986
Bank and cash balances	9	**8,222,925**	2,280,907	**7,854,002**	2,280,855
		12,843,040	5,995,897	**12,451,363**	5,995,841
CURRENT LIABILITIES					
Amounts falling due within one year	10	**(6,845,668)**	(5,153,097)	**(6,573,944)**	(5,153,101)
NET CURRENT ASSETS		**5,997,372**	842,800	**5,877,419**	842,740
TOTAL ASSETS LESS CURRENT LIABILITIES		**110,167,379**	114,608,139	**110,189,649**	114,608,083
CREDITORS					
Amounts falling due after more than one year	10	**(74,860,614)**	(74,790,253)	**(74,860,614)**	(74,790,253)
NET ASSETS		**35,306,765**	39,817,886	**35,329,035**	39,817,830
UNRESTRICTED FUNDS					
General funds	13	**7,432,151**	6,522,744	**7,455,421**	6,522,688
Revaluation reserve	13	**26,851,291**	32,663,024	**26,851,291**	32,663,024
	13	**34,283,442**	39,185,768	**34,306,712**	39,185,712
RESTRICTED FUNDS	13	**1,023,323**	632,118	**1,022,323**	632,118
TOTAL FUNDS	13	**35,306,765**	39,817,886	**35,329,035**	39,817,830

The Charity's Net Loss for the year was £4,511,121 (2023: loss of £15,932,844).

Approved by the Board of Trustees and authorised for issue on 30/7/2024 and signed on their behalf by:

Dallas Pounds

.....

Ms D Pounds – Chair, Greensleeves Homes Trust

Company Registered Number 03260168

The notes on pages 22 to 40 form part of these financial statements.

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GREENSLEEVES HOMES TRUST
CONSOLIDATED CASH FLOW STATEMENT
31 MARCH 2024

	Notes	2024 £	2024 £	2023 £	2023 £
Cash flows from operating activities			**(1,751,458)**		(6,033,185)
Cash flows from investing activities					
Interest received	2	**8,500**		6,224	
Net cashflow from acquisition		**(3,587,931)**		-	
Purchases of tangible assets	7	**(7,458,682)**		(6,864,255)	
Proceeds from sale of tangible assets		**18,661,228**		-	
Net cash provided by (used in) investing activities			**7,623,115**		(6,858,031)
Cash flows from financing activities					
Amortisation of capitalised costs	9	**70,361**		70,168	
Net cash provided by financing activities			**70,361**		70,168
Change in cash and cash equivalents in the reporting period			**5,942,018**		(12,821,048)
Cash and cash equivalents at beginning of reporting period			**2,280,907**		15,101,955
Cash and cash equivalents at end of reporting period			**8,222,925**		2,280,907
Reconciliation of net income to net cash flow from operating activities					
Net income for the reporting period			**(4,511,121)**		(15,932,842)
(Increase) in debtors			**(885,930)**		(1,047,999)
Increase in creditors			**941,383**		126,492
Depreciation	7		**3,477,533**		3,409,780
Loss on revaluation	7		**-**		7,417,596
Dividends & interest from investments	2		**(8,500)**		(6,224)
Gains on fixed asset disposals	7		**(764,832)**		-
Write off of tangible assets	7		**9**		12
Net cash used in operating activities			**(1,751,458)**		(6,033,185)
Analysis of cash and cash equivalents					
			Cash at 31 March 2024		Cash at 31 March 2023
Cash at bank			**8,222,925**		2,280,907

The notes on pages 22 to 40 form part of these financial statements.

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1 ACCOUNTING POLICIES

(a) Basis of accounting

Greensleeves Homes Trust is a Company limited by Guarantee and is incorporated in England and Wales. It is also a Charity that constitutes a public benefit entity as defined by FRS 102.

The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value. They are in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic or Ireland (FRS 102) and the Companies Act 2006.

The currency used in the financial statements is Pound Sterling.

(b) Judgements in applying accounting policies and key sources of estimation uncertainty

Preparation of the financial statements requires the Trustees to make judgements, estimates and assumptions concerning the future. The areas of the financial statements that are subject to these judgements are as follows:

- Care home debtors: An allowance for bad and doubtful debts is maintained in respect of estimated losses resulting from the inability of the Charity's debtors to settle amounts due.
- Fixed asset valuation: Freehold properties are held under the revaluation model. Properties are periodically revalued to market value by experienced independent valuers, and revaluations are based on recognised techniques and supported by relevant market and performance data. Revaluations are conducted with sufficient frequency to ensure that the carrying value of the assets does not differ materially from fair value. Subsequent additions are stated at cost less depreciation. The existence of impairment indicators is considered by the Trustees at each reporting date, as is the continuing appropriateness of the depreciation policy.
- Loan measurement: Future payments have been estimated in respect of the loan in computing the effective interest rate at inception, with a periodic re-assessment being undertaken of the effective rate as a floating rate instrument based on actual outcomes during the loan term.
- Subsidiary Loan: A loan was made to Broadacres Care Home Limited to enable the repayment of a mortgage, such that the property could be acquired unencumbered. This loan has been accounted for as part of the acquisition consideration.

(c) Income recognition

Residents' care fees, rental income and donations are recognised when the Charity has entitlement to the amounts due and their receipt is probable. It is accounted for on a receivable basis.

Income from investments or bank interest is included when receivable and the amount can be measured reliably by the Charity; this is normally on notification by our investment advisor or by the bank.

Grants are included in the Statement of Financial Activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance Sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued. Grant income is included gross within the Statement of Financial Activities and not netted against the associated expenditure.

(d) Expenditure recognition

Expenditure is recognised once there is a legal or constructive obligation to make a payment where it can be reliably measured and it is probable settlement will be required. Expenditure is recognised gross of VAT.

Expenditure is allocated to the particular activity where it directly relates to that activity. Any that is not directly attributable to one activity is allocated as appropriate.

Expenditure on raising funds comprise the fees paid to the manager of our investment portfolio and the amortisation of initial costs incurred in respect of the loans from Retail Charity Bonds Plc.

Rental costs are in respect of a small number of rental properties owned by the Trust.

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1 ACCOUNTING POLICIES - continued

(e) Fixed assets

Freehold Property

Freehold properties are held under the revaluation model. Properties are periodically revalued to market value by experienced independent valuers, and revaluations are based on recognised techniques and supported by relevant market and performance data. Revaluations are conducted with sufficient frequency to ensure that the carrying value of the assets does not differ materially from fair value.

The effects of revaluations are recorded in the revaluation reserve on the balance sheet. Revaluation gains are recognised as 'Gains/(losses) on the revaluation of fixed assets' within the SoFA, unless they reverse a charge for impairment that has previously been recognised as a cost within the expenditure headings of the SoFA. Revaluation losses are recognised as an expense in the SoFA except to the extent to which they offset any previous revaluation gains, in which case the loss is shown in the 'Gains/(losses) on the revaluation of fixed assets' section of the SoFA.

Subsequent to revaluation, further additions to freehold property are capitalised at cost, and properties are depreciated as follows.

Each freehold property value is split into a land element and building element, with the building element further analysed between Core (being the core fabrication of the building, such as foundations, walls, rooves, drainage) and Renewables (being items with shorter useful lives, such as windows, roof coverings, bathrooms, mechanical and electrical services).

Depreciation is charged on assets that are available for use. Depreciation is on a straight line basis as follows:

Land	-	Not depreciated
Freehold property (Core)	-	over the lower of 50 years or the estimated remaining useful life of the home
Freehold property (Renewables)	-	over the lower of 20 years or the estimated remaining useful life of the home

Other Assets

Fixed assets other than Freehold Property are stated at cost less accumulated depreciation. Cost includes the original purchase price and any associated costs directly attributable to bringing the asset to its working condition for its intended use.

Depreciation is charged on assets that are available for use. Depreciation is charged on a straight line basis as follows:

Long-term leasehold property	-	over the period of the specific lease
Computer equipment	-	over three years
Furniture and equipment	-	over five years
Motor vehicles	-	over four years

Where a development at one of our homes is being funded by way of bank finance, any loan interest and associated charges that are attributable to the period during which the works are being undertaken are capitalised as part of the project's cost.

A review for indicators of impairment of a fixed asset is carried out at each reporting date to determine if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. If there is an indication of possible impairment, the recoverable amount of any affected asset is estimated and compared with the carrying amount. If the estimated recoverable amount is lower, the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the statement of financial activities.

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(f) Investments

Investments in subsidiaries are measured at cost less accumulated impairment.

The Charity does not acquire put options, derivatives or other complex financial instruments.

(g) Debtors

Debtors include trade debtors, prepayments and accrued income (see note 8). Residential care home debtors are amounts billed to customers for services but yet to be received. Prepayments are payments made for goods or services that will be received in the future. These are initially recorded as assets and amortised over time as the benefit of the prepaid expense is realised. Accrued income corresponds to revenue earned during the period but not yet billed to the customer.

(h) Cash and bank balances

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours.

(i) Creditors

Creditors include trade creditors and other short and long-term financial instruments (see note 10). Accruals are amounts expected to be incurred for goods and services received during the year but not yet invoiced. These are recorded as liabilities and released as the expense is incurred. Deferred income corresponds to revenue received in advanced for services not yet delivered. Resident's deposits are amounts charged to residents on admission, and returned on leaving our care. The Trust stopped collecting deposits in 2020.

(j) Non-current creditors

Non-current creditors correspond to loans from Retail Charity Bond Plc. Arrangement costs and surplus funds from issuing bonds above coupon are amortised over the term of the loan.

(k) Funds

General funds include all current and prior period retained surpluses and deficits.

The revaluation reserve comprises the gains arising from increases in the value of freehold property. The accounting policy at 1(e) explains when transfers to the profit and loss reserve are made.

Restricted funds compromise donations raised for specific projects within the homes.

(l) Going concern

During the year, some of the critical operational issues arising in the prior year were resolved, albeit later than anticipated. These delays have had a detrimental impact on the Trust's financial performance in the current year. Resident numbers at our new and filling homes have also built more slowly than budgeted. Across the organisation, despite solid recruitment efforts, the need to rely on agency workers to maintain safe services has resulted in significant temporary increases in our staffing costs. During the year and since the year-end, we have tackled both the cost of agency workers through improved supplier selection and rate agreements, as well as the number of hours of agency utilised through improved rota management and incentive schemes to encourage overtime uptake. At the time of writing, agency usage has dropped 20% compared to year-end levels.

In January 2024, the Trust entered into a sale and leaseback arrangement on Henley House, our site in Ipswich. This generated cash inflows of £14.8m, part of which was used to purchase the Broadacres group and the land at Newport Pagnell. The overall impact of this has left the Trust in a healthier year-end cash position and enabled us to continue our sustainable development programme, increasing our reach to more older people.

Occupancy levels have started the financial year 2024/25 below budget due to slower-than-expected occupancy growth in the year's final quarter to March 2024. In a number of homes in the occupancy growth phase, savings can be made to offset reduced revenues to some extent. The Trust has flexibility in the financing and timing of building the new Newport Pagnell home, including a loan facility, a sale and

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leaseback arrangement or development delay. Options are being fully considered before a decision is made. Stress tests and forecast sensitivities, based on a variety of occupancy assumptions, suggest that reducing the cash outflow of the development ensures that in the event of a downturn in occupancy recovery or other worsening of performance, the Trust will have sufficient cash to operate over the next 12 months.

As such, the Trustees consider that Greensleeves Homes Trust has adequate resources to continue in operational existence for the foreseeable future, being a minimum of twelve months from the date these accounts are approved, with no material uncertainties regarding going concern identified. For this reason, these accounts have been prepared on a going concern basis.

(m) Pension

The Trust operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the Trust in an independently administered Scheme. The contributions are recognised as an expense when they are due. Amounts not paid are shown in accruals in the balance sheet.

(n) Basis of consolidation

The Group financial statements consolidate the financial statements of the Charity and its subsidiary undertakings to 31 March each year. The results of subsidiaries acquired or sold are consolidated for the periods from or to the date on which control passed. Business combinations are accounted for under the purchase method. Where necessary, adjustments are made to the financial statements of subsidiaries to bring the accounting policies used into line with those used by the Group. All intra-group transactions, balances, income and expenses are eliminated on consolidation.

2 INVESTMENT INCOME

	Group 2024	Group 2023	**Charity 2024**	Charity 2023
	£	£	**£**	£
Bank interest	**8,500**	6,224	**8,500**	6,224
Intercompany loan interest	**-**	-	**7,448**	-
	8,500	6,224	**15,948**	6,224

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3 EXPENDITURE

(a) Analysis of expenditure

	Staff costs (note 4)	Other care costs (note 3b)	Other Support costs (note 3c)	Governance costs (note 3d)	Total 2024	Total 2023
	£	£	£	£	£	£
Unrestricted funds						
Charitable activities						
Residents' care costs	**54,481,486**	**24,526,165**	**-**	**-**	**79,007,651**	69,503,844
Head Office costs	**1,412,381**	**-**	**3,296,859**	**404,717**	**5,113,957**	3,545,659
Rental costs	**19,196**	**-**	**177,046**	**-**	**196,242**	259,296
Raising funds						
Cost of raising finance	**-**	**-**	**163,769**	**-**	**163,769**	158,055
Other						
Loss on revaluation of assets	**-**	**-**	**-**	**-**	**-**	7,417,596
	55,913,063	**24,526,165**	**3,637,674**	**404,717**	**84,481,619**	80,884,450
Restricted funds						
Charitable activities						
Residents' care costs	**-**	**-**	**-**	**-**	**-**	203,345
Head Office costs	**-**	**-**	**-**	**-**	**-**	-
	-	**-**	**-**	**-**	**-**	203,345
Total expenditure	**55,913,063**	**24,526,165**	**3,637,674**	**404,717**	**84,481,619**	81,087,795

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(b) Analysis of other care costs

	2024	2023
	£	£
Charitable activities		
Food	**3,109,209**	2,578,145
Medical costs	**378,192**	389,728
Activities	**769,344**	654,882
Care Quality Commission fees	**233,280**	187,111
Maintenance	**3,366,319**	4,564,646
Cleaning and housekeeping	**1,254,108**	1,230,715
Insurance	**501,319**	454,661
Utilities costs	**2,127,577**	2,631,691
Administration costs	**844,640**	791,754
Loan interest and charges	**3,378,351**	3,380,764
Leasehold rents	**5,086,293**	3,640,263
Depreciation	**3,477,533**	3,408,107
Loss on revaluation	**-**	7,417,596
	24,526,165	31,330,063

(c) Analysis of head office support costs

	2024	2023
	£	£
Professional fees in respect of development plans	**414**	780
HR, health & safety, energy consultancy plus other professional fees	**293,672**	282,351
Trust-wide computer services	**1,733,080**	820,819
Head office running costs	**1,269,693**	991,153
Depreciation	**-**	1,685
	3,296,859	2,096,788

(d) Analysis of governance costs

	2024	2023
	£	£
Legal and professional fees	**244,554**	140,685
Audit fees for current year	**86,640**	55,650
Audit fees in respect of previous year	**(2,046)**	9,400
Auditor's charges re Corporation Tax Returns	**6,000**	5,080
Auditor's charges re Service Charge Accounts	**5,280**	4,880
Auditor's charges re VAT consultancy	**7,200**	-
Internal auditor fees	**37,500**	29,788
Trustees' expenses	**1,569**	841
Trustee recruitment, training and development	**18,020**	7,244
	404,717	253,568

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4 WAGES AND SALARIES

	2024	2023
	£	£
Summary of wages and salaries allocation in respect of:		
Residents' care costs	**54,481,486**	45,794,722
Head Office costs	**1,412,381**	1,195,303
Rental costs	**19,196**	17,662
	55,913,063	47,007,687
Analysis of wages and salaries:		
Salaries	**40,000,007**	32,360,252
National insurance costs	**3,407,841**	2,705,626
Pension costs	**1,355,724**	1,096,740
Apprenticeship Levy	**349,712**	145,310
Agency staff	**9,246,626**	9,225,778
Training	**499,684**	431,028
Recruitment	**324,958**	384,627
Other staff costs	**728,511**	658,326
	55,913,063	47,007,687

Central staff costs are allocated solely to unrestricted funds with 75% apportioned to residents' care costs and 25% to head office costs. Each member of central staff will support homes in varying degrees; some fully and some to a much lesser extent. Therefore, this split is considered an appropriate allocation.

As at 31 March 2024, total pension contributions still to be paid over to employees' policies amounted to £221,537 (2023: £304,966).

The average number of persons employed during the year was:

	2024 FTE	2024 Number	2023 FTE	2023 Number
Residents' care	**1,281**	**1,636**	1,163	1,486
Head office – Homes' support	**39**	**47**	34	42
Head office – Central administration	**13**	**16**	11	14
	1,333	**1,699**	1,208	1,542

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The number of employees whose emoluments amount to over £60,000 in the year was as follows:

	2024 Number	2023 Number
£60,001 to £70,000	**23**	11
£70,001 to £80,000	**10**	4
£80,001 to £90,000	**3**	1
£90,001 to £100,000	**2**	5
£100,001 to £110,000	**3**	1
£110,001 to £120,000	**1**	-
£120,001 to £130,000	**-**	1
£130,001 to £140,000	**1**	-
£190,001 to £200,000	**-**	1
£210,001 to £220,000	**1**	-
	44	24

Pension contributions paid on behalf of the 44 employees above for the year amounted to £262,899 (2023: £133,049 for 24 employees).

Key management personnel consist of the Chief Executive, Chief Financial Officer, Director of Quality and Compliance, Director of Business Development, Director of HR, Director of Digital Transformation, and two Divisional Directors, whose total employment benefits for the year including employer's national insurance and pension contributions were £1,199,942 (2023: £978,110).

5 SUBSIDIARY UNDERTAKINGS

The following were subsidiary undertakings of the Trust:

Name	Company Number	Registered Office	Class of Shares	Holding
Greensleeves Developments Limited	02898839	Greensleeves Homes Trust, 138 Cheapside, London, England, EC2V 6BJ	Ordinary	100%
Broadacres Holdings Limited *	11161346	Greensleeves Homes Trust, 138 Cheapside, London, England, EC2V 6BJ	Ordinary	100%

**acquired 14 February 2024*

Indirect Subsidiaries of the Trust, being subsidiaries of Broadacres Holdings Limited:

Name	Company Number	Registered Office	Class of Shares	Holding
Broadacres Care Home Trading Limited	09185042	Greensleeves Homes Trust, 138 Cheapside, London, England, EC2V 6BJ	Ordinary	100%
Broadacres Care Home Limited	09185042	Greensleeves Homes Trust, 138 Cheapside, London, England, EC2V 6BJ	Ordinary	100%

During the year, the Trust acquired the Broadacres Group, consisting of Broadacres Holdings Limited and its subsidiaries Broadacres Care Home Limited, and Broadacres Care Home Trading Limited.

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The Charity's investment in subsidiaries is summarised as follows:

	Equity Investments	Non-Equity Investments	Total
	£	£	£
Cost			
At 1 April 2023	4	-	**4**
Additions during the year	3,753,578	708,565	**4,462,143**
At 31 March 2024	**3,753,582**	**708,565**	**4,462,147**

At acquisition, a loan of £701,117 was made to Broadacres Care Home Limited to enable the repayment of a mortgage, such that the property could be acquired unencumbered. Interest is being charged at 3% above the Bank of England base rate. The loan and accrued interest is shown above under non-equity investments.

6 TRUSTEE AND RELATED PARTY TRANSACTIONS

The Trustees received no remuneration for their services during the current or prior year. 5 trustees were reimbursed a total of £1,338 for travel expenses incurred during the year (2023: 5 trustees, total £841).

During the year, Greensleeves Homes Trust made a loan of £701,117 to Broadacres Care Home Limited to enable the repayment of a mortgage on acquisition, such that the property could be acquired unencumbered. Interest is being charged at 3% above the Bank of England base rate. Interest of £7,448 has been accrued to 31 March 2024. At the year end, £708,565 was recognised in fixed asset investments in relation to this loan.

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7 TANGIBLE ASSETS – Group and Charity

Group:

	Freehold property	Long term leasehold property	Computer equipment	Furniture and equipment	Motor vehicles	Total
	£	£	£	£	£	£
Cost						
At 1 April 2023	107,943,903	5,062,589	2,555,104	7,065,165	206,916	122,833,677
Disposals during the year	(19,056,730)	-	(341,361)	(71,543)	(3,000)	(19,472,634)
Additions during the year	5,779,264	1,449,285	149,409	80,724	-	7,458,682
Acquired on business combination	4,303,692	-	2,318	12,108	1,806	4,319,924
Written off during year	-	-	-	(127,719)	-	(127,719)
At 31 March 2024	98,970,129	6,511,874	2,365,470	6,958,735	205,722	115,011,930
Depreciation						
At 1 April 2023	1,939,155	463,491	1,704,338	4,767,064	194,290	9,068,338
Disposals during the year	(1,187,567)	-	(339,035)	(46,936)	(2,700)	(1,576,238)
Charge for the year	2,108,579	194,729	386,783	777,027	10,415	3,477,533
Written off during year	-	-	-	(127,710)	-	(127,710)
At 31 March 2024	2,860,167	658,220	1,752,086	5,369,445	202,005	10,841,923
Net book value at 31 March 2024	96,109,962	5,853,654	613,384	1,589,290	3,717	104,170,007
Net book value at 31 March 2023	106,004,748	4,599,098	850,766	2,298,101	12,626	113,765,339

Freehold property includes £34.6 million of land (2023: £34.0 million) which is not depreciated.

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Charity:

	Freehold property	Long term leasehold property	Computer equipment	Furniture and equipment	Motor vehicles	Total
	£	£	£	£	£	£
Cost						
At 1 April 2023	**107,943,903**	**5,062,589**	**2,555,104**	**7,065,165**	**206,916**	**122,833,677**
Disposals during the year	**(19,056,730)**	**-**	**(341,361)**	**(71,543)**	**(3,000)**	**(19,472,634)**
Additions during the year	**5,779,264**	**1,449,285**	**149,409**	**80,724**	**-**	**7,458,682**
Written off during year	**-**	**-**	**-**	**(127,719)**	**-**	**(127,719)**
At 31 March 2024	**94,666,437**	**6,511,874**	**2,363,152**	**6,946,627**	**203,916**	**110,692,006**
Depreciation						
At 1 April 2023	**1,939,155**	**463,491**	**1,704,338**	**4,767,064**	**194,290**	**9,068,338**
Disposals during the year	**(1,187,567)**	**-**	**(339,035)**	**(46,936)**	**(2,700)**	**(1,576,238)**
Charge for the year	**2,108,579**	**194,729**	**386,783**	**777,027**	**10,415**	**3,477,533**
Written off during year	**-**	**-**	**-**	**(127,710)**	**-**	**(127,710)**
At 31 March 2024	**2,860,167**	**658,220**	**1,752,086**	**5,369,445**	**202,005**	**10,841,923**
Net book value at 31 March 2024	**91,806,270**	**5,853,654**	**611,066**	**1,577,182**	**1,911**	**99,850,083**
Net book value at 31 March 2023	**106,004,748**	**4,599,098**	**850,766**	**2,298,101**	**12,626**	**113,765,339**

Future capital expenditure contracted for at 31 March 2024 but not provided for in these accounts amounted to £nil (2023: £399k).

None of the above assets are used as security for the Trust's borrowings.

8 DEBTORS – Group and Charity

	Group 2024	Group 2023	Charity 2024	Charity 2023
	£	£	£	£
Amounts due within one year:				
Residential care home debtors	**2,868,003**	2,041,833	**2,847,175**	2,041,833
Other debtors	**162,315**	163,045	**162,315**	163,041
Prepayments and accrued income	**1,589,797**	1,510,112	**1,587,871**	1,510,112
	4,620,115	3,714,990	**4,597,361**	3,714,986

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9 BANK AND CASH BALANCES

Cash and cash equivalents are comprised of:

	Group 2024 £	Group 2023 £	Charity 2024 £	Charity 2023 £
Cash at bank and in hand	**8,222,925**	2,280,907	**7,854,002**	2,280,855
	8,222,925	2,280,907	**7,854,002**	2,280,855

10 CREDITORS – Group and Charity

	Group 2024 £	Group 2023 £	Charity 2024 £	Charity 2023 £
Amounts due within one year:				
Trade creditors	**3,003,691**	2,481,878	**2,995,246**	2,481,878
Other creditors and accruals	**2,942,744**	1,707,107	**2,726,360**	1,707,111
Deferred income	**365,785**	313,498	**365,785**	313,498
Residents' deposits	**533,448**	650,614	**486,553**	650,614
	6,845,668	5,153,097	**6,573,944**	5,153,101
Amounts due after more than one year:				
Loans from Retail Charity Bonds Plc				
Due 30 March 2026	**49,859,809**	49,789,328	**49,859,809**	49,789,328
Due 17 December 2030	**25,000,805**	25,000,925	**25,000,805**	25,000,925
	74,860,614	74,790,253	**74,860,614**	74,790,253

Deferred income relates to fee invoices raised, or monies received, before the year end which cover periods in the following year. The amount of £313,498 at the end of 2023 was released in full in the year ended 31 March 2024.

The residents' deposits amount is decreasing as, in February 2020, we elected to no longer collect deposits from new residents. Current deposits will be repaid as residents leave.

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Loan from Retail Charity Bonds Plc – Due 30 March 2026

On 30 March 2017, Retail Charity Bonds Plc (RCB Plc) launched the Greensleeves Homes Trust Retail Charity Bond which was issued through their Retail Charity Bonds platform and is listed on the London Stock Exchange under stock code GSHT.

RCB Plc raised £33million from the issue of bond. It was issued for a period of nine years with a maturity date of 30 March 2026 and the option to extend the term by a further two years. It has a fixed rate of interest of 4.25%. All funds raised were loaned to the Trust on the same terms as the bond. Interest is paid six monthly in arrears. There is an annual arrangement fee at an initial rate of 0.1% of the loan which is payable six monthly in advance. This fee is subject to a yearly increase in line with the Retail Price Index.

Since the initial issue of £33million, a further £17million of bonds have been issued; £3million during the year ended 31 March 2019 and a further £14million during the year ended 31 March 2020 with the proceeds being loaned to the Trust in the two respective years at the same terms as the original advance. The effective interest rate of the two retained bonds tranches is lower than the 4.25% as both were issued at the price the bond was trading at when they were issued.

In total, costs in respect of all tranches of £599,937 have been capitalised and are being amortised over the term of the loan. £70,481 has been released to the Statement of Financial Activities in the current year (2023: £70,289).

Loan from Retail Charity Bonds Plc – Due 17 December 2030

On 17 December 2020, RCB Plc launched a second Greensleeves Homes Trust Retail Charity Bond. Similarly to the first bond above, this was issued through their Retail Charity Bonds platform and is listed on the London Stock Exchange under stock code GHT2.

This bond is for a total of £25m with £15m being issued initially. The bond was issued with a term of ten years with an expected maturity date of 17 December 2030. There is the option to extend the term for a further two years. It was issued at a fixed rate of interest of 5%. The entire £15m of the initial issue was loaned to the Trust on the same terms as the actual bond. Interest is to be paid six monthly in arrears. There is an annual arrangement fee of 0.1% payable six monthly in advance which is subject to an annual increase in line with the Retail Price Index.

The retained portion of £10m was drawn down in 2022. The effective interest rate of the retained bonds tranche is lower than 5.00% as it was issued at the price the bond was trading at when they were issued.

Set up costs of £421,066 and surplus funds of £400,000 are amortised over the term of the loan. Surplus of £120 was released to the Statement of Financial Activities in the current year (2023: £120).

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The year-end position of the loans was as follows:

	2024 Due 30 March 2026 £	2024 Due 17 December 2030 £	2024 Total £	2023 Total £
Loan value				
As at 1 April 2023	**50,000,000**	**25,000,000**	**75,000,000**	75,000,000
Additional borrowing during the year	**-**	**-**	**-**	-
As at 31 March 2024	**50,000,000**	**25,000,000**	**75,000,000**	75,000,000
Capitalised costs				
As at 1 April 2023	**(210,672)**	**925**	**(209,747)**	(279,915)
Additional costs incurred during the year	**-**	**-**	**-**	-
Amortisation of capitalised costs	**70,481**	**(120)**	**70,361**	70,168
As at 31 March 2024	**(140,191)**	**805**	**(139,386)**	(209,747)
Balance shown in the balance sheet	**49,859,809**	**25,000,805**	**74,860,614**	74,790,253

Both loans are unsecured and have two main covenants.

At the year end the total amount of loans outstanding was repayable as follows:

	Group 2024 £	Group 2023 £	Charity 2024 £	Charity 2023 £
Due within one year	**-**	-	**-**	-
Due between two and five years	**49,859,809**	49,789,328	**49,859,809**	49,789,328
Due after more than five years	**25,000,805**	25,000,925	**25,000,805**	25,000,925
	74,860,614	74,790,253	**74,860,614**	74,790,253

11 OPERATING LEASES – All Charity

All operating leases are in respect of property, namely our homes De Lucy House in Diss, Norfolk; Lavender Fields in Seal, near Sevenoaks, Kent; The Orchards in Ely, Cambridgeshire; The Manor in Windsor; Buckler's Lodge in Crowthorne, Berkshire; The Meadowcroft, in Tooting, London, Henley House in Ipswich, Suffolk, and our Head Office in London.

Rents paid in the year and recognised as an expense in these financial statements amounted to £5,453,084 (2023: £3,640,263) split De Lucy House £564,866 (2023: £542,027), Lavender Fields £995,004 (2023: £842,494); The Orchards £647,684 (2023: £638,485); The Manor £711,339 (2023: £660,045); Buckler's Lodge £994,882 (2023: £957,212); Head Office £366,791 (2023: 48,699); Henley House £165,761 (2023: £nil).

The contract for Henley House commenced on 17 January 2024, following a sale and leaseback arrangement. The lease is for a term of 35 years.

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At the balance sheet date, the Charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases which fall due as follows:

	Due within one year	Due within two to five years	Due after five years	Total
	£	£	£	£
De Lucy House	**574,659**	**2,301,048**	**12,301,149**	**15,176,856**
Lavender Fields	**1,007,901**	**4,031,613**	**24,471,329**	**29,510,843**
The Orchards	**656,521**	**2,628,229**	**16,622,651**	**19,907,401**
Buckler's Lodge	**1,027,057**	**4,116,118**	**28,505,524**	**33,648,699**
Meadowcroft	**870,878**	**3,493,056**	**25,164,371**	**29,528,305**
The Manor	**718,798**	**2,877,000**	**16,708,276**	**20,304,074**
Henley House	**808,500**	**3,234,006**	**20,854,912**	**24,897,418**
Head Office	**322,187**	**1,292,280**	**1,243,598**	**2,858,065**
Total as at 31 March 2024	**5,986,501**	**23,973,350**	**145,871,810**	**175,831,661**
Total as at 31 March 2023	4,228,890	19,442,865	123,919,081	147,590,836

The amounts payable increase annually over the course of the leases in line with the Retail Price Index. The amounts shown above make no assumption for this and are based on the current annual rent or the initial annual rent in respect of the future home.

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12 BUSINESS COMBINATIONS

On 14 February 2024, the Trust acquired 100% of the share capital of Broadacres Holdings Limited (company number 11161346), which in turn wholly owns Broadacres Care Home Limited (company number 09185042) and Broadacres Care Home Trading Limited (company number 09185042) (together "The Broadacres Group"). These companies together operate Broadacres care home, a 28 bed residential home in Barton Turf, Norfolk. The acquisition was accounted for using the purchase method.

Recognised amounts of identifiable assets acquired and liabilities assumed

	Book value £	Fair value adjustments £	Fair value £
Fixed Assets			
Freehold property	1,942,959	2,360,733	4,303,692
Computer equipment	2,318	-	2,318
Furniture and equipment	12,107	-	12,107
Motor vehicles	1,806	-	1,806
Intangible assets (goodwill)	115,260	(115,260)	-
	2,074,451	**2,245,473**	**4,319,923**
Current Assets			
Residential care home debtors	17,269	-	17,269
Other debtors	-	-	-
Prepayments and accrued income	1,926	-	1,926
Bank and cash balances	388,884	-	388,884
Total Assets	**2,482,529**	**2,245,473**	**4,728,002**
Creditors			
Trade creditors	(2,152)	-	(2,152)
Other creditors and accruals	(224,260)	-	(224,260)
Deferred income	-	-	-
Residents' deposits	(46,895)	-	(46,895)
Total identifiable net assets	**2,209,222**	**2,245,473**	**4,454,695**
Goodwill	-	-	-
Total purchase consideration	**2,209,222**	**2,245,473**	**4,454,695**

The adjustments made on acquisition correspond to the write off of goodwill and the revaluation of the property asset to fair value.

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Consideration

	£
Consideration paid (cash)	3,073,398
Loan advance paid (cash)	701,117
Deferred consideration (cash)	477,880
Costs of business combination	202,300
	4,454,695

Deferred Consideration

Under the purchase agreement, an amount of £250k is payable on the anniversary of the acquisition. A further amount of £278k was paid following finalisation of the completion accounts of the transaction.

Consolidation results

The results of The Broadacres Group since acquisition are as follows:

	Current period since acquisition £
Turnover	123,515
(Deficit) for the period since acquisition	(22,322)

13 **FUNDS – Group**

	At 1 April 2023 £	Income £	Expenditure £	Transfer between Funds £	At 31 March 2024 £
Unrestricted					
General funds	**6,522,744**	**79,579,293**	**(84,481,619)**	**5,811,733**	**7,432,151**
Revaluation reserve	**32,663,024**	**-**	**-**	**(5,811,733)**	**26,851,291**
Total unrestricted funds	**39,185,768**	**79,579,293**	**(84,481,619)**	**-**	**34,283,442**
Restricted					
Amenity funds	**632,118**	**391,205**	**-**	**-**	**1,023,323**
Total restricted funds	**632,118**	**391,205**	**-**	**-**	**1,023,323**
Total funds	**39,817,886**	**79,970,498**	**(84,481,619)**	**-**	**35,306,765**

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FUNDS - Charity

	At 1 April 2023	Income	Expenditure	Transfer between Funds	At 31 March 2024
	£	£	£	£	£
Unrestricted					
General funds	6,522,688	79,464,226	(84,343,226)	5,811,733	7,455,421
Revaluation reserve	32,663,024	-	-	(5,811,733)	26,851,291
Total unrestricted funds	39,185,712	79,464,226	(84,343,226)	-	34,306,712
Restricted					
Amenity funds	632,118	390,205	-	-	1,022,323
Total restricted funds	632,118	390,205	-	-	1,022,323
Total funds	39,817,830	79,854,431	(84,343,226)	-	35,329,035

General funds are unrestricted funds held for the general objects of the Trust's work.

The revaluation reserve represents the remainder of the increase in freehold homes property values that arose on transition to FRS 102 and the adoption of a deemed cost valuation, plus subsequent revaluations following the change of accounting policy to revaluation model for freehold property in the current year. The transfer between funds relates to additional depreciation charged as a result of revaluations, and the transfer of the balance relating to Henley House at the point of sale.

The amenity funds represent monies raised by each home to be spent on specific projects and activities in that home.

14 ANALYSIS OF ASSETS BETWEEN FUNDS - Group

	Restricted funds	Revaluation reserve	General funds	Total
	£	£	£	£
Fixed assets	-	26,851,291	77,318,716	104,170,007
Other current assets	1,023,323	-	11,819,717	12,843,040
Current liabilities	-	-	(6,845,668)	(6,845,668)
Long term liabilities	-	-	(74,860,614)	(74,860,614)
Total net assets	1,023,323	26,851,291	7,432,151	35,306,765

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ANALYSIS OF ASSETS BETWEEN FUNDS – Charity

	Restricted funds £	Revaluation reserve £	General funds £	Total £
Fixed assets	-	26,851,291	77,460,939	104,312,230
Other current assets	1,022,323	-	11,429,040	12,451,363
Current liabilities	-	-	(6,573,944)	(6,573,944)
Long term liabilities	-	-	(74,860,614)	(74,860,614)
Total net assets	**1,022,323**	**26,851,291**	**7,455,421**	**35,329,035**

15 TAXATION

Greensleeves Homes Trust is a registered charity and is exempt from taxation on its income and gains to the extent they are applied in pursuance of its charitable purposes.

16 CONNECTED ENTITIES

The following entity is connected to the Trust by virtue of common or related objects or by unity of administration:

WRVS Trust – A charitable Trust supporting the activities of Greensleeves Homes Trust and the Women's Royal Voluntary Service whose responsibility is to distribute legacies on receipt to the appropriate legatee. There were no transactions during the year.

17 POST BALANCE SHEET EVENTS

There were no significant post balance sheet events.

GREENSLEEVES HOMES TRUST

England & Wales - Charity number 1060478

Accounts

DocuSign Envelope ID: 08C3464F-DEC1-47C0-A7A0-77869F0A2EBD

GREENSLEEVES HOMES TRUST

ANNUAL REPORT AND CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2023

DocuSign Envelope ID: 08C3464F-DEC1-47C0-A7A0-77869F0A2EBD

GREENSLEEVES HOMES TRUST

**(A Company limited by Guarantee not having a share capital –
Company Registered Number 03260168)**

(Charity Registration Number 1060478)

ANNUAL REPORT AND CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2023

DocuSign Envelope ID: 08C3464F-DEC1-47C0-A7A0-77869F0A2EBD

GREENSLEEVES HOMES TRUST

ANNUAL REPORT
YEAR ENDED 31 MARCH 2023

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GREENSLEEVES HOMES TRUST

LEGAL AND ADMINISTRATIVE DETAILS

(A Company limited by Guarantee not having a share capital – Company Registered Number 03260168)

(Charity Registration Number 1060478)

TRUSTEES

Mr D Bryan (Appointed 19 May 2022)
Mr R Costella (Resigned 01 October 2022)
Ms K Davies
Mr M Foster
Mr D Kelly OBE
Mr M Shaha
Mr C Spence
Ms D Pounds (Chair)
Ms M Townson
Ms J Tombs

COMPANY SECRETARY

Ms T Omoma

CHIEF EXECUTIVE

Mr P Newman

KEY MANAGEMENT PERSONNEL

Ms J Clarges – Director of Quality and Compliance
Mr C Doherty – Chief Financial Officer
Ms S King – Director of Business Development
Ms T Omoma – Director of Human Resources and Company Secretariat
Ms T Nelson – Divisional Director – North
Ms M Whittingham – Divisional Director – South

REGISTERED OFFICE

138 Cheapside
London
EC2V 6BJ

STATUTORY AUDTOR

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Victoria House
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Milton Keynes
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GREENSLEEVES HOMES TRUST
REPORT OF THE BOARD OF TRUSTEES
(INCORPORATING THE REPORT OF THE DIRECTORS AND THE STRATEGIC REPORT)
FOR THE YEAR ENDING 31 MARCH 2023

The Trustees, who are the directors for the purposes of the Companies Act 2006, present the report and financial statements of Greensleeves Homes Trust ("the Trust"/"the Charity") for the year ended 31 March 2023. The Trustees confirm that the annual report and financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic or Ireland (FRS 102) (effective 1 January 2020).

Strategic Report Year Ended 31 March 2023

Aims

Greensleeves Homes Trust is a charitable organisation providing care and accommodation for older people, primarily through the operation of residential and nursing homes in the South and East of England.

Our mission is to encourage our residents to thrive as individuals, and our employees to practice as caring professionals. Our values of Respect, Openness, and Responsibility support us in achieving this.

Greensleeves Homes Trust aims to expand its charitable impact by increasing the number of beneficiaries receiving our high quality care and support services.

Charitable Objectives and Activities

The objects of Greensleeves Homes Trust as defined by its Memorandum and Articles of Association are:

- The relief of persons who are in need by reason of age, ill-health or disability by the provision, or assistance in the provision, of accommodation and associated facilities, services and amenities or by such other means as may be charitable;

- such other purposes for the benefit of the community as shall be exclusively charitable;

in each case for the public benefit.

The Trustees have had regard to the Charity Commission's guidance on public benefit when reviewing the Charity's aims and objectives, and in planning future activities to meet these.

Greensleeves Homes Trust meets these objectives through the provision of residential, dementia and nursing care, in care homes located across the South and East of England. Care is offered uniformly, regardless of resident background or financial situation.

During the year, we have formalised our long-standing Home for Life policy, which commits to continuing to provide care for private residents who through financial depletion become eligible for Local Authority funding. This offers reassurance to residents and relatives that a home with Greensleeves is a home for life.

The Trust's strategic goals are:

- Quality First: Embed continuous quality improvement across our homes to deliver ever-improving person-centred care and safe working conditions;

- Empowered People: Retain over 80% of our colleagues through an inclusive culture, inspiring learning and development programmes and promoting a gold standard employee experience;

- Sustainable Development: Operate more and better homes, where people love living and working, expanding our charitable impact in a viable, green and affordable manner.

The Trust sets short term and long term aims to support the furtherance of the objectives and strategic goals. Short term aims focus on enhancement of current services, and include:

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- Development of activities provisions, to meet the needs of all residents;
- Recruitment, retention and development of high quality care and support staff;
- Increasing the proportion of homes with Care Quality Commission ratings of Good or Outstanding;
- Implementation of new technological solutions for increased efficiency and accuracy;
- Embedding the culture of the Trust into new homes, and growing these to capacity;
- Promoting our Home for Life policy, which supports residents who experience financial depletion whilst in our care.

Long term aims include:

- Progression of plans for newbuild leasehold homes at Newport Pagnell and Westfield;
- Review of financing arrangements to support future development activity and acquisitions.

The Trust measures success against its objectives through a variety of Key Performance Indicators, including CQC ratings, carehome.co.uk ratings, staff turnover, occupancy, CQC registered beds, and funded resident percentage.

As at 31 March 2023, we had facilities to care for up to 1,252 residents across 27 homes, an increase of 64 beds and 1 home compared to the prior year.

Our services continue to be highly rated by residents, family and friends, with a Carehome.co.uk group score of 9.5 out of 10, and 20 of our homes achieving this score or greater.

In furtherance of our charitable objectives, during the year, the charity has increased the number of residents it is able to care for through the addition of a new 64 bed nursing home, The Meadowcroft in Tooting, London, which opened in February 2023. The redevelopment of Mount Ephraim House has also been progressed, and despite setbacks, has opened since the year end, providing a further 57 beds.

Any surpluses generated by the Trusts activities are reinvested into the maintenance and improvement of our homes and services, including supporting our Home for Life policy.

Achievements and Performance

The year to March 2023 has been a challenging one for the Trust, both due to wider economic conditions, and one-off events, which have impacted the operational and financial performance of the organisation. Despite this, we have provided high quality care to up to 1000 residents at any one time, and increased the number of residents we are able to care for through the addition of new homes.

Encouragingly, since March 2023 occupancy levels for mature homes had returned to pre-pandemic levels by June 2023 and new homes are starting to fill more quickly. The continuing focus on reducing agency staff usage together with other cost reduction measures and improved procurement practices are also favourably impacting trading performance and cash generation. Construction delays and flood damage at Mount Ephraim House have been resolved and the new home has now welcomed its first residents.

Occupancy levels:

Occupancy continued to recover slowly following the Covid-19 pandemic, with homes experiencing restrictions on admissions, particularly during the first half of the year. The Trust occupancy target for the year required a return to pre-pandemic occupancy levels, being an average 92% across the organisation for mature homes. Actual occupancy for these homes was 88% across the year. Fill rates at our growing homes have also been slower than expected where both recruitment of staff and resident demand levels have been challenging. Total occupancy across the organisation for the year was 81%,

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Staff retention:

The Trust has continued to invest in our Quality First Initiative, which provides financial incentive for staff to take on additional shifts beyond their contracted hours. This aims to improve consistency of staffing for residents, whilst reducing reliance and spend on agency staff. Some of our homes have benefited from the scheme, using little or no agency during the year. However, for other homes, local recruitment market conditions have proved challenging, and have led to heavy reliance on agency staff, with spend across the organisation as a whole more than doubling during the year. There has been a detailed review of this expenditure and further procedures implemented to ensure that agency staff are only used when all other options have been exhausted, and that the agency that is required is procured at the best price.

CQC ratings:

At the time of writing, 20 of our homes have a CQC rating of Good, 2 are rated Outstanding. 4 of our homes are currently rated Requires Improvement, and 2 (including one opened post year end) have yet to be inspected.

Reputation:

We measure our reputational performance by reference to ratings on external websites such as carehome.co.uk and through the receipt of industry rewards. At the time of writing, the Trust had a group score of 9.5 out of 10 on carehome.co.uk, with 20 of our homes individually achieving this rating or higher.

During the year, Greensleeves Care achieved a 'Top 20 Large Care Home Group' Award from carehome.co.uk, the sixth year running that the Trust is in receipt of the award. Two of our homes, Broadlands and Harleston House, were also named among the Top 20 Care Homes in the East of England.

The Meadowcroft:

In June 2021, contracts were exchanged for the Trust to acquire the operations of Ronald Gibson House, in Tooting, South London, on completion of The Meadowcroft, an adjacent new build nursing home registered for 64 residents. The home was originally expected to open in October 2022, with residents and staff from Ronald Gibson House relocating to The Meadowcroft shortly after. However, due to construction delays, the building was not complete until January 2023. The transfer of residents and staff took place in February 2023, and the home is now settling into the Greensleeves culture.

Mount Ephraim House:

The renovation of Mount Ephraim House, saw further setbacks during the year. Works were expected to complete in Summer 2022, with a planned October reopening date. However, weeks before the expected move, a parts failure resulted in the flooding of the basement, and the write-off of all heating and electrical plant and equipment. This event, and subsequent delays to works outside of the control of Greensleeves, caused a 9 month set-back of the planned opening date. The home has successfully opened since year end, and is now welcoming residents.

Property sales:

The Trust had two properties for sale at the year end.

- Croxley House was replaced by our new home Clarendon Lodge and terms were agreed during the year to sell the home. Unfortunately, a protracted right of way documentation issue with the local council has delayed the sale. Some progress has been made in resolving the issue and it is expected that the sale will complete by December 2023.
- St Cross Grange closed in September 2023 following transfer of the operations of the home to a new facility operated by another local not for profit operator. The sale of the site also completed in September 2023.

Staff wellbeing:

The Trust is focused on ensuring it remains an attractive and supportive employer and continues to be a Real Living Wage employer. During the year, colleague engagement questionnaires have been used to monitor staff wellbeing amongst other areas. Highlights from the results include an overall workplace happiness score of 80%,

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against the industry standard of 70%, as well as 94% of colleagues agreeing with the sentiment 'I do something worthwhile' and 92% agreeing with 'I feel proud to work for my organisation.'

All staff also now have access to Thrive, a mental health and wellbeing app, offering free, confidential support to those who need it.

These initiatives have helped to contribute to the Trust achieving a gold rating in WorkL's 'Employee's Voice' Best Workplace Awards 2022.

Funded residents:

The Trust aims to offer 25% of beds to residents funded through the Local Authority or NHS, in support of our charitable aims. In the year to March 2023, 21% of our residents were funded in this way. As an organisation, we are seeing an increase in the number of private residents reaching financial depletion, and so have needed to admit funded residents cautiously to ensure our goal of sustainable development is met.

Impact and Stakeholder Engagement

Feedback from our residents and relatives provides some of the best measures of performance against our aim of providing high quality care and to help us to shape the work that we do to further our charitable purpose. We receive reviews directly, and via platforms such as carehome.co.uk.

Some comment highlights from this year include:

- Maureen: "I am blessed in every way by living here in this lovely Care Home and I haven't once wanted to be anywhere else."

- Eric: "Everything I have ever wanted to do in my life, I am still doing here today. There are times where I am in a euphoric state here, I've been given a new lease of life."

- Raymond: "I am very happy living here with my wife. I wish I had moved here ten years ago. I feel like I'm on a permanent holiday. The food is very good, all the staff are so nice, helpful and respectful. I would recommend to anybody to live here."

- Zoe: "Thank you to all the staff for taking such good care of my Nan, in my eyes, there is no other home that compares. It's of no surprise that this home has such a good reputation."

- AC: "My aunt is so happy and it shows in her face. I cannot thank everyone for putting the smile on her beautiful face, thank you."

Our homes are fortunate to benefit from support from volunteers who give their time freely to assist with activities and fundraising events, or simply offer friendly conversation and companionship to residents. The Trustees are extremely grateful to all those volunteers who support us in delivering a valued and important service and making such a positive contribution to the lives of our residents.

Financial Review

These financial statements for the year ended 31 March 2023 comply with Financial Reporting Standard 102 (FRS 102) 'the Financial Reporting Standard in the UK and Republic of Ireland' and the Charities Statement of Recommended Practice (Charities SORP (FRS102)).

The main source of income during the year to March 2023 was resident care fees, relating to our core activity of providing residential, dementia, and nursing care.

During the year, the Trust generated a net deficit of £15.9m, resulting from a number of factors, both broader economic factors, and specific one-off incidents.

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The Trust has not been immune to the prevailing wider economic conditions. In addition to the increase in agency usage, inflation has increased significantly in excess of expectations, and despite benefitting from contracts to mitigate price rises, particularly in energy costs, where full use of government price caps was made, the Trust has still suffered large unbudgeted cost increases.

Non-routine Items:

Several events, totalling £12,278k, have contributed to this loss:

- Property revaluation: During the year, the Trust instructed Knight Frank to carry out a revaluation of freehold assets. The last valuation recognised in the accounts took place in 2014, and a revaluation was deemed appropriate to better reflect their fair value in the accounts. The revaluation resulted in a total of £16.4m being added to the carrying value of these assets, which was made up of both upwards and downwards valuation movements. Downwards valuations of properties are recognised in the SOFA to the extent that they do not reverse a previous revaluation balance in the revaluation reserve. This has resulted in a cost of £7,416k being charged to the SOFA.

- Viera Gray House: During the year, Viera Gray House experienced some operating difficulties resulting in a temporary curtailment of the admission of new residents. The issues within the home have now been resolved but the costs incurred in correcting identified issues, coupled with a block on admissions during the process, has had a negative financial impact of approximately £1,045k.

- The Meadowcroft: Delays in the opening of The Meadowcroft reduced anticipated surpluses accruing from this home by £332k during the year.

- St Cross Grange: During the year, the decision was made to close St Cross Grange, our home in Winchester. An arrangement was made for all staff and residents to transfer to a nearby new build facility being opened by another charitable provider. Transfer was expected in October 2022, but completion of the new building has been repeatedly delayed, and St Cross Grange remained open at the year end. Whilst costs have been managed where possible, resident and staff numbers have both declined during this period of uncertainty, producing a reduction in revenues and increase in agency usage. The negative financial impact of this delay is estimated at £458k.

- Mount Ephraim House: Mount Ephraim House was budgeted to open in July 2022. As a new home, it was expected to be cost-neutral over the year, due to the impact of development drag as the home filled. This opening date was not met, due to building delays and the subsequent basement flood. Whilst the cost of basement works have been covered by insurance, the Trust had already committed to costs associated with opening, largely staff costs, which continued to be incurred throughout the remainder of the year. As such, the negative impact of these delays is estimated at £263k.

- Croxley House: The sale of Croxley house was expected to complete in March 2022. Delays have been experienced due to a right of way issue, and the transaction has yet to be completed. For insurance purposes, the Trust must maintain 24 hour onsite security at the building, costing £196k during the year.

- Occupancy: Post-pandemic occupancy recovery at our mature homes has been slower than anticipated, and at year end had not reached normal operating levels in a number of homes. The estimated financial impact of this extended recovery during the year is £961k. As at June 2023, occupancy in these homes has reverted to pre-pandemic levels.

- Agency spend: During the year, agency usage and fees increased, with costs doubling compared to the prior year. Much of this arose through operational issues at a few key homes. The net cost of this additional usage, after factoring in associated salary savings, is estimated at £1,607k.

Development drag:

In addition, the slower than expected resident build up in our new homes, has increased the level of development drag that the Trust has experienced in the year. The Trust defines development drag as the reduction in surpluses

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resulting from a home being in the growth phase. Due to initially low resident numbers, and the need to upstaff prior to admissions, new homes represent an initial drag on resources, typically taking two years to reach full operating capacity. The slower the increase in resident numbers, the more expensive this drag phase becomes. Comparing a home's expected surplus from mature operation with actual results identifies the financial impact on the organisation.

During the year, the Trust had the following homes in the growth phase:

Home	Development drag £'000
Buckler's Lodge	2,232
Clarendon Lodge	669
The Meadowcroft	906
Mount Ephraim House	1,056
Total Development Drag	4,863

This development drag represents the total additional surplus that the Trust's current estate can be expected to generate once fully operational.

The underlying performance of the estate, being the net loss per the accounts adjusted for non-routine items and development drag, can be calculated as below, and gives a clearer picture of the underlying performance of the Trust.

	£'000
Net (loss) per accounts	**(15,933)**
Add back asset revaluation	7,418
Net (loss) before asset revaluation	**(8,515)**
Non-routine items detailed above	4,860
Development Drag	4,863
Underlying surplus	**1,208**
Depreciation	3,410
Loan interest	3,381
EBITDA	**7,999**

The balance sheet as at March 2023 shows net current assets of £842k (2022: £12.7m). The year end cash balance was £2,281k, having been eroded during the year due to the factors listed above.

Post Balance Sheet Events

Since the year end, the Trust has sold one of its properties, St Cross Grange, following the transfer of operations to a new home run by another not-for-profit operator. The sale of the property generated proceeds of £3.9m.

Reserves

The Reserves Policy is considered annually, and the Board of Trustees reviews the Trust's reserve levels throughout the year in the light of its planned activities, budget and cashflow forecasts. The Board believe it necessary to hold reserves adequate to ensure that future standards of service and accommodation offered to residents can be maintained and improved, as well as to fulfil any committed acquisition and development activity.

As such, the Trust should have sufficient reserves available to fund revenue costs in the event of any unexpected problems. As the Trust's operational sites are widespread, it is expected that such problems would be isolated to a particular site. Therefore, the reserves provision for revenue costs has been set at 10% of the Trust's ordinary costs for a period of three months. In addition to this requirement, and with reference to our active development programme, there should be further reserves available that are equivalent to actual capital commitments less any associated finance arrangements that are already in place.

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At the balance sheet date, the Trust's free unrestricted reserves before long term liabilities were £211k which represents a deficit of £2,003k below the £2,214k required to fulfil the above requirement. This position was temporary and unrestricted reserves returned to compliant levels by the end of September 2023 following the completion of a delayed asset sale.

On transition to FRS 102, the decision was taken to adopt a deemed cost value at the date of transition for the freehold homes using their value as at 1 April 2014 thus creating a revaluation reserve equivalent to the increased value only of those homes that had risen in value. In the year to 31 March 2023, a change of accounting policy was applied, such that freehold assets are now held under the fair value model. The Trustees are of the opinion that this model better reflects the true value of these assets. A revaluation exercise was carried out in November 2022, resulting in a net increase in freehold asset value of £16.4m. A £23.8m increase was applied to the revaluation reserve, with £7.4m being charged to the SOFA in relation to assets reduced in valuation in excess of any related balance held within the revaluation reserve. A reserves transfer was applied to account for the increased depreciation arising from the revaluation exercise. The balance of the revaluation reserve at 31 March 2023 was £32.7m (2022: £9.2m).

The Trust's Senior Management Team actively monitor reserves on behalf of the Board of Trustees and they are responsible for providing quarterly updates and highlighting any potential problems that are envisaged.

Restricted funds of £632k (2022: £626k) represent resident deposits, which are refundable on leaving our homes. The Trust no longer requires deposits on admission, and as such this balance is reducing over time.

Principal Risks and Uncertainties

The Trust maintains an active digital risk register, covering operational and financial risks to the Trust. This is monitored regularly by the Senior Management Team and reviewed by the Finance & Audit, Property and Care Quality Improvement Committees together with the Board of Trustees. The Trust conducts both internal reviews and external reviews, covering areas such as care, health and safety, HR and finance, in order to reduce risk across the organisation.

The following are considered the key risks and uncertainties currently facing the Trust:

- Quality failings: Issues with the quality of our services result in sub-standard experiences for our residents. Further impacts would include downgrading of CQC ratings, restrictions on admissions, reputational damage, and resultant financial implications. The Trust is reviewing all auditing processes to ensure that any weaknesses are rectified at the earliest opportunity.

- Staffing difficulties: High staff turnover and inability to recruit quality colleagues, resulting in inconsistent care, and reducing our ability to curtail agency spending. We continue to be a Living Wage accredited employer, and are investing in schemes to support, develop and progress staff.

- Occupancy: Failure to increase occupancy, particularly in our new and growing homes, threatens the financial stability of the organisation. This risk is being mitigated through focussed marketing campaigns, which are already seeing results.

- Fundraising: An inability to continue to raise funds to further our sustainable development and, by 2026, to repay or refinance the first loan from Retail Charity Bond plc. Due to a number of factors outlined above, the Trust was in a weaker cash position at the year end than the Trustees normally require. This position has since been rectified and further funding options are being considered to underpin the cash position of the Trust. We prepare and regularly review a long term financial plan to monitor impacts of short and long term strategies on financial position.

Going Concern

The delayed recovery in occupancy levels following the Covid-19 pandemic, coupled with challenges in the workforce market, have had a significant financial impact on the Trust during the year to March 2023. Occupancy levels have recovered more slowly than forecast, particularly in our new and filling homes, where both recruitment of staff and resident demand levels have been challenging. Across the organisation, despite strong recruitment efforts, the need to rely on agency staff to maintain safe services has resulted in significant temporary increases

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in our staffing costs. The wider economic conditions have also caused price increases across the organisation in excess of budget, particularly in our energy bills, despite having contracts in place to partially mitigate the impacts of this.

At the year end, the Trust had two properties for sale. Completions of the sales have been met with numerous delays, causing the expected cash inflows that will arise from these transactions to be postponed. Several development projects have also completed later than planned due to factors outside of the Trust's control, resulting in delays in the realisation of associated economic benefits of these projects.

As a result of these factors, cash had fallen below the target preferred minimum level set by Trustees of £5m during the year. However, in September 2023, the sale of one of the properties completed, generating net proceeds of £3.9m. This sale has brought cash levels back in line with the target set by Trustees. The Trust is exploring other options to further improve cashflow, including a potential sale and leaseback arrangement and a secured bank debt facility.

Mature homes are now at pre-pandemic occupancy levels, and forecasts assume a steady increase in occupancy levels at our growing homes. Overall phased occupancy level for the Trust had reached 89.4% by the end of August 2023. The continuing focus on reducing agency staff usage together with other cost reduction measures and improved procurement practices are also favourably impacting trading performance and cash generation.

Forecast sensitivities indicate that in the event that the second property sale is not achieved, and that no additional financing arrangements are introduced, then the Trust would remain a going concern throughout the coming 12 months and beyond.

As such, the Trustees believe that Greensleeves Homes Trust does not have any material uncertainties in respect of going concern, and the financials have been prepared using the going concern basis.

Plans for Future Periods

In furtherance of our charitable objectives and strategic goals, the Trust has the following key plans for the coming year:

Staff recruitment, retention and development: To extend and enhance the Quality First Initiative, which encourages Greensleeves staff to take on additional shifts, thereby reducing agency usage and improving care continuity, and to continue to monitor this for effectiveness during the year. We plan to use targeted local recruitment advertising to support key homes and increase our use of sponsorship licences to widen the recruitment pools we are able to access. These measures, along with our staff retention initiatives, will enable us reduce the number of agency hours required. This, coupled with agreeing fair rates with suppliers, will support a significant reduction in agency spending.

Occupancy: To improve occupancy at all homes operating below pre-pandemic levels, as well as at new homes. This will be achieved by marketing campaigns, raising awareness both online and through local press, and review of our resident journey, to ensure that this as seamless as possible. We will also continue to promote our Home for Life policy, enabling prospective residents to consider this as part of their decision-making process.

Quality Care: To implement Namaste practices across our homes, particularly for residents living with dementia, or on end of life care. To ensure all staff receive high quality training and development opportunities, enabling them to provide the best standards of care. We also plan to continue to develop internal audit techniques, to identify and rectify weaknesses at the earliest opportunity.

Digital Transformation Programme: To continue implement and explore digital tools and software available, to support high quality care, and ensure the efficiency of the organisation.

Growth and consolidation: To conduct a detailed review of our homes to ensure that all are operating efficiently and contributing positively to the organisation. To consider funding options available in the short and medium term, to maintain comfortable levels of working capital, and fund the future development pipeline.

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Strategic Report – Companies Act 2006 s172(1)

The Trustees, both individually and collectively, consider that they have acted in ways that they believe in good faith to be most likely to promote the success of Greensleeves Homes Trust. Decisions made during the year ended 31 March 2023 have been taken for the benefit of both residents and staff. We actively encourage feedback from residents and their relatives through annual satisfaction surveys and regular meetings.

Caring for our residents is fundamental to the success of the Trust and we endeavour to provide exemplary and innovative care to all residents across all of the Trust's homes at all times. We also strive for our homes to actively be part of the community through engagement with other local organisations.

We recognise that staff both at the individual homes and at Head Office are the Trust's most important asset and aim to be a responsible employer in our approach to the pay and benefits our employees receive. The health, safety and well-being of staff and of residents are of the highest importance and ensuring these is one of the primary considerations when making decisions and in operating the Trust.

Streamlined Energy and Carbon Reporting

The Streamlined Energy and Carbon Reporting disclosure presents our carbon footprint within the United Kingdom across Scope 1, Scope 2 and Scope 3, an appropriate intensity metric, the total energy use of electricity, gas and transport fuel and an energy efficiency improvements summary.

Scope 1 consumption and emissions include direct combustion of natural gas, and fuels utilised for transportation operations, for example, company vehicle fleets. Scope 2 consumption and emissions refer to indirect emissions related to the consumption of purchased electricity in day to day business operations. Scope 3 consumption and emissions cover emissions resulting from sources not directly owned by us. This relates to grey fleet (business travel undertaken in employee owned vehicles) only.

	Year ended 31 March 2023			Year ended 31 March 2022		
	Consumption kWh	**Emissions tCO2e**	**Intensity Metric ***	Consumption kWh	Emissions tCO2e	Intensity Metric *
Gas and other fuels (Scope 1)	11,710,634	2,137.82	1.71	11,890,247	2,179.39	1.83
Electricity (Scope 2)	4,502,579	870.71	0.70	3,943,726	837.37	0.70
Transport (Scope 1 & 3)	487,377	113.29	0.09	449,645	104.62	0.09
Overall	**16,700,590**	**3,121.82**	**2.50**	**16,283,618**	**3,121.38**	**2.62**

* Intensity metric represents tCO2e per CQC registered space across currently operating homes.

Greensleeves Homes Trust is committed to year-on-year improvements in operational energy efficiency, and is pleased to note the reduction in the Intensity Metric shown above. In continuation of this work, a register of energy efficiency measures has been compiled with a view to implementation in the next five years. A Sustainability Working Group regularly reviews current policies and procedures to ensure energy efficiency and sustainability are prioritised in decision-making.

Ongoing measures including those undertaken in this year:

- Where possible, have ensured lighting replacements undertaken during routine maintenance have been with high efficiency LED lighting;
- Installation of smart meters and water meters across part of our portfolio;
- Switched to 100% renewal electricity across the Trust;
- Changed the heating systems to non-fossil fuel alternative at The Manor;
- Switched to a central waste management company resulting in greatly improved recycling rates and significant cost savings;
- Introduction of a cycle to work scheme for staff, reducing car usage.

Measures being considered for the future include:

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- Installation of minimum 2 EV charge points at all new build homes;
- Replacement of single use products with reusable alternatives, where this can be achieved without compromising on infection control;
- Creation of food waste action plans to reduce food waste in our homes;
- Install non-fossil fuel heating system at Glebelands, review similar option at other homes.
- Investigating PV (solar panels) installs to as many homes as possible;
- Instigating producing ESG (Environmental, social and governance) analysis and investigating the potential to use carbon off-setting to reduce the Trust's carbon footprint.

Structure Governance and Management

Greensleeves Homes Trust is a company limited by guarantee and a registered charity. Its governing document is its Memorandum and Articles of Association.

The Board of Trustees currently compromises 9 members, who are the legal directors of the company, and responsible for the overall direction and strategy of the Trust, and for oversight of its financial affairs.

Trustees are recruited with the help of an external agency specialising in non-executive recruitment. The goal is to attract suitable individuals who will enhance the existing Board's skill set and address any skills gaps. Potential candidates are interviewed by the Nominations Committee or a panel of board members, and suitable candidates are recommended to the Board for appointment.

New Trustees receive important documents such as the Memorandum and Articles of Association, the current annual budget and business plans, and information on regulatory requirements in the care and charity sectors. They also meet with the Chief Executive to discuss strategy, objectives, and identify any additional training needs. The Chief Executive and board papers keep Trustees informed about Trust developments and relevant legislation.

The current Trustees have diverse backgrounds and contribute valuable expertise and advice, in addition to external advisers' support.

The Board of Trustees meet regularly throughout the year, at quarterly Board meetings, and in smaller groups at sub-committee meetings. The Trustees currently have the following sub-committees, which report directly to the Board:

- Finance and Audit Committee: Responsible for providing the Board with assurance on the adequacy of all systems, controls, processes and risk management that may impact the Trust's ability to meet its objectives; and to ensure that financial resources are being deployed appropriately.

- Property Committee: Responsible for providing the Board, the Chief Executive and Senior Management Team with advice on property related issues, consistent with the Trust's objectives.

- Remuneration Committee: Responsible for advising the Board and Chief Executive on pay and reward throughout the Trust, with a particular focus on the pay of senior staff, on any reward and incentive scheme and on pension issues.

- Care & Quality Improvement Committee: Responsible for the clinical governance and risk management of resident safety and experience, quality standards and compliance, and service development / innovation.

- Nominations Committee: Responsible for effective succession planning for senior roles in the Trust such as the Chairman, Vice Chairman, Chairman of any standing committee, Trustees and the Chief Executive.

Trustees delegate the day-to-day running of the Charity to the Chief Executive, who is supported by the Senior Management Team. Together, these individuals are responsible for developing and enhancing services within the Trust's objectives, recruiting appropriately qualified staff who align with the Trust's values, and maximizing the use of Trust assets. They also provide strategic and operational leadership to meet regulatory requirements, maintain service standards within budget, and identify new income streams and development opportunities.

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The Trust has a Remuneration Policy which is regularly reviewed and helps ensure that we appropriately reward and motivate staff. The Trust is committed to ensuring we pay our staff fairly whilst responsibly managing our financial resources. The Board of Trustees make the final decision on any staff-wide pay increases as part of the annual budget-setting process.

The pay of the Senior Management Team is independently reviewed and benchmarked against other similar care providers annually. The Remuneration Committee determine the final level of increase, giving specific consideration to Executive pay, namely the Chief Executive, the Chief Financial Officer, the Director of Quality and Compliance, the Director of Business Development and Divisional Director posts. In setting the salary for these roles the Trust will take into consideration market data and the future growth plans for Greensleeves Homes Trust.

Disabled Persons

We are committed to encouraging diversity amongst our workforce and seek to make reasonable adjustments to ensure our premises and working conditions meet the needs of staff members and job applicants that are disabled. All staff are afforded the same opportunities.

Employee involvement

The Trust has established work practices in place that enable effective communication and engagement with staff, for example the quarterly staff newsletter and the staff engagement survey. Staff meetings are held at all homes on a regular basis which give employees the opportunity to discuss any issues and make suggestions on how their home operates.

Fundraising

Part of the Trust's income is from donations and fundraising. Donations are generally unsolicited and are received from the families of residents after they have left the home. Fundraising income is generated by events held at homes, for example, raffles, summer fayres or Christmas parties. Any monies raised are used for resident benefit, either for general amenity purposes or for larger purchases. Events are organised in house by our own staff, sometimes with the assistance of local volunteers. We have strict controls around fundraising and ensure that any cash is handled by two or more people. Participation in any fundraising is voluntary and we do not unduly pressure people into giving money or other donations. No third parties are engaged to assist with fundraising efforts.

The Report of the Board of Trustees and the Strategic Report are formally approved by the Trustees. They also approve the Strategic Report in their capacity as company directors.

By Order of the Trustees

Dallas Pounds

Ms D Pounds – Chair, Greensleeves Homes Trust

Date: 26/9/2023

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GREENSLEEVES HOMES TRUST
STATEMENT OF TRUSTEES' RESPONSIBILITIES
YEAR ENDED 31 MARCH 2023

The trustees (who are also directors of Greensleeves Homes Trust for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under that law the trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law), including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- **s**tate whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable group will continue in business.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees confirm that:

- so far as each trustee is aware, there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all the steps that they ought to have taken as trustees in order to make themselves aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Qualifying third party indemnity provisions

The company has granted an indemnity to all of its trustees (who are also the directors of the charitable company for the purposes of company law) against liability in respect of proceedings brought by third parties, subject to the conditions set out in the Companies Act 2006. Such qualifying third party indemnity provisions remains in force as at the date of approving the Report of the Board of Trustees.

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GREENSLEEVES HOMES TRUST

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)
YEAR ENDED 31 MARCH 2023

	Notes	Unrestricted Funds 2023 £	Restricted Funds 2023 £	Total 2023 £	Unrestricted Funds 2022 £	Restricted Funds 2022 £	Total 2022 £
INCOME FROM							
Charitable activities							
Residents' care fees		**63,449,452**	**-**	**63,449,452**	51,045,644	-	51,045,644
Residents' sundries		**410,540**	**-**	**410,540**	382,131	-	382,131
Covid-19 funding		**-**	**162,728**	**162,728**	-	1,681,179	1,681,179
Rental income		**426,957**	**-**	**426,957**	426,116	-	426,116
Raising funds							
Donations and fundraising		**-**	**46,917**	**46,917**	-	49,628	49,628
Investments	2	**6,224**	**-**	**6,224**	272	-	272
Other							
Miscellaneous income		**652,135**	**-**	**652,135**	119,673	-	119,673
(Loss) on sale of fixed assets	7	**-**	**-**	**-**	(42,389)	-	(42,389)
TOTAL		**64,945,308**	**209,645**	**65,154,953**	51,931,447	1,730,807	53,662,254
EXPENDITURE ON							
Charitable activities							
Residents' care costs	3	**69,503,844**	**203,345**	**69,707,189**	53,571,795	1,791,009	55,362,804
Head Office costs	3	**3,545,659**	**-**	**3,545,659**	2,996,613	-	2,996,613
Rental costs	3	**259,296**	**-**	**259,296**	212,631	-	212,631
Raising funds							
Cost of raising finance	3	**158,055**	**-**	**158,055**	181,037	-	181,037
Other							
Loss on revaluation of assets	3	**7,417,596**	**-**	**7,417,596**	-	-	-
TOTAL	3	**80,884,450**	**203,345**	**81,087,795**	56,962,076	1,791,009	58,753,085
NET (LOSS) / INCOME		**(15,939,142)**	**6,300**	**(15,932,842)**	(5,030,629)	(60,202)	(5,090,831)
Transfer between funds	11	**-**	**-**	-	-	-	-
Gain on revaluation of assets	11	**23,804,996**	**-**	**23,804,996**	-	-	-
NET MOVEMENT IN FUNDS		**7,865,854**	**6,300**	**7,872,154**	(5,030,629)	(60,202)	(5,090,831)
FUNDS AT 1 APRIL 2022	11	**31,319,914**	**625,818**	**31,945,732**	36,350,543	686,020	37,036,563
FUNDS AT 31 MARCH 2023	11	**39,185,768**	**632,118**	**39,817,886**	31,319,914	625,818	31,945,732

All of the above results are derived from continuing activities.

The parent company has elected not to present its unconsolidated SOFA under section 408 of the Companies Act 2006.

The notes on pages 21 to 33 form part of these financial statements.

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GREENSLEEVES HOMES TRUST
CONSOLIDATED AND CHARITY BALANCE SHEETS
31 MARCH 2023

	Notes	Group 2023 £	Group 2022 £	Charity 2023 £	Charity 2022 £
FIXED ASSETS					
Tangible assets	7	**113,765,339**	93,923,476	**113,765,339**	93,923,476
Investment in Subsidiaries	5	**-**	-	**4**	104
		113,765,339	93,923,476	**113,765,343**	93,923,580
CURRENT ASSETS					
Debtors	8	**3,714,990**	2,666,991	**3,714,986**	2,666,887
Bank and cash balances		**2,280,907**	15,101,955	**2,280,855**	15,101,903
		5,995,897	17,768,945	**5,995,841**	17,768,789
CURRENT LIABILITIES					
Amounts falling due within one year	9	**(5,153,097)**	(5,026,605)	**(5,153,101)**	(5,026,609)
NET CURRENT ASSETS		**842,800**	12,742,341	**842,740**	12,742,181
TOTAL ASSETS LESS CURRENT LIABILITIES		**114,608,139**	106,665,817	**114,608,083**	106,665,761
CREDITORS					
Amounts falling due after more than one year	9	**(74,790,253)**	(74,720,085)	**(74,790,253)**	(74,720,085)
NET ASSETS		**39,817,886**	31,945,732	**39,817,830**	31,945,676
UNRESTRICTED FUNDS					
General funds	12	**6,522,744**	22,132,959	**6,522,688**	22,132,903
Revaluation reserve	12	**32,663,024**	9,186,955	**32,663,024**	9,186,955
	12	**39,185,768**	31,319,914	**39,185,712**	31,319,858
RESTRICTED FUNDS	12	**632,118**	625,818	**632,118**	625,818
TOTAL FUNDS	12	**39,817,886**	31,945,732	**39,817,830**	31,945,676

The Charity's Net Loss for the year was £15,932,844 (2022: loss of £5,090,831).

Approved by the Board of Trustees and authorised for issue on 26/9/2023 and signed on their behalf by:

Dallas Pounds

Ms D Pounds – Chair, Greensleeves Homes Trust

The notes on pages 21 to 33 form part of these financial statements.

Company Registered Number 03260168

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GREENSLEEVES HOMES TRUST
CONSOLIDATED CASH FLOW STATEMENT
31 MARCH 2023

	Notes	2023 £	2023 £	2022 £	2022 £
Cash flows from operating activities			**(6,033,185)**		(1,164,528)
Cash flows from investing activities					
Interest received	2	**6,224**		272	
			6,224		272
Purchases of tangible assets	7	**(6,864,255)**		(9,585,180)	
Sale of tangible assets	7	**-**		1,207,624	
			(6,864,255)		(8,377,556)
Net cash used in investing activities			**(6,858,031)**		(8,377,284)
Cash flows from financing activities					
New loan facilities	9	**-**		10,000,000	
Capitalisation of costs	9	**-**		303,000	
Amortisation of capitalised costs	9	**70,168**		83,083	
Net cash provided by financing activities			**70,168**		10,386,083
Change in cash and cash equivalents in the reporting period			**(12,821,048)**		844,271
Cash and cash equivalents at beginning of reporting period			**15,101,955**		14,257,684
Cash and cash equivalents at end of reporting period			**2,280,907**		15,101,955
Reconciliation of net income to net cash flow from operating activities					
Net (loss) for the reporting period			**(15,932,842)**		(5,090,831)
Decrease / (Increase) in debtors	**8**		**(1,047,999)**		402,640
Increase in creditors	**9**		**126,492**		384,218
Depreciation	**7**		**3,409,780**		2,997,928
Loss on revaluation of fixed assets	**7**		**7,417,596**		-
Dividends & interest from investments	**2**		**(6,224)**		(272)
Loss on fixed asset disposals	**7**		**-**		42,389
Write off of tangible assets	**7**		**12**		99,400
Net cash provided by operating activities			**(6,033,185)**		(1,164,528)

Analysis of cash and cash equivalents	**Cash at 31 March 2023**	Cash at 31 March 2022
Cash at bank	**2,280,907**	15,101,955

The notes on pages 21 to 33 form part of these financial statements.

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1 ACCOUNTING POLICIES

(a) Basis of accounting

Greensleeves Homes Trust is a Company limited by Guarantee and is incorporated in England and Wales. It is also a Charity that constitutes a public benefit entity as defined by FRS 102.

The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value. They are in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic or Ireland (FRS 102) and the Companies Act 2006.

The currency used in the financial statements is Pound Sterling.

(b) Judgements in applying accounting policies and key sources of estimation uncertainty

Preparation of the financial statements requires the Trustees to make judgements, estimates and assumptions concerning the future. The areas of the financial statements that are subject to these judgements are as follows:

- Care home debtors: An allowance for bad and doubtful debts is maintained in respect of estimated losses resulting from the inability of the Charity's debtors to settle amounts due.
- Fixed asset valuation: Freehold properties are held under the revaluation model. This represents a change of accounting policy in the current year. Properties are periodically revalued to market value by experienced independent valuers, and revaluations are based on recognised techniques and supported by relevant market and performance data. Revaluations are conducted with sufficient frequency to ensure that the carrying value of the assets does not differ materially from fair value. Subsequent additions are stated at cost less depreciation. The existence of impairment indicators is considered by the Trustees at each reporting date, as is the continuing appropriateness of the depreciation policy.
- Loan measurement: Future payments have been estimated in respect of the loan in computing the effective interest rate at inception, with a periodic re-assessment being undertaken of the effective rate as a floating rate instrument based on actual outcomes during the loan term.

(c) Income recognition

Residents' care fees, rental income and donations are recognised when the Charity has entitlement to the amounts due and their receipt is probable. It is accounted for on a receivable basis.

Income from investments or bank interest is included when receivable and the amount can be measured reliably by the Charity; this is normally on notification by our investment advisor or by the bank.

Grants are included in the Statement of Financial Activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance Sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued. Grant income is included gross within the Statement of Financial Activities and not netted against the associated expenditure.

(d) Expenditure recognition

Expenditure is recognised once there is a legal or constructive obligation to make a payment where it can be reliably measured and it is probable settlement will be required.

Expenditure is allocated to the particular activity where it directly relates to that activity. Any that is not directly attributable to one activity is allocated as appropriate.

Expenditure on raising funds comprise the fees paid to the manager of our investment portfolio and the amortisation of initial costs incurred in respect of the loans from Retail Charity Bonds Plc.

Rental costs are in respect of a small number of rental properties owned by the Trust.

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1 ACCOUNTING POLICIES - continued

(e) Fixed assets

Freehold Property

Freehold properties are held under the revaluation model. This represents a change of accounting policy in the current year, please refer to note 7 for further information. Properties are periodically revalued to market value by experienced independent valuers, and revaluations are based on recognised techniques and supported by relevant market and performance data. Revaluations are conducted with sufficient frequency to ensure that the carrying value of the assets does not differ materially from fair value.

The effects of revaluations are recorded in the revaluation reserve on the balance sheet. Revaluation gains are recognised as 'Gains/(losses) on the revaluation of fixed assets' within the SoFA, unless they reverse a charge for impairment that has previously been recognised as a cost within the expenditure headings of the SoFA. Revaluation losses are recognised as an expense in the SoFA except to the extent to which they offset any previous revaluation gains, in which case the loss is shown in the 'Gains/(losses) on the revaluation of fixed assets' section of the SoFA.

Subsequent to revaluation, further additions to freehold property are capitalised at cost, and properties are depreciated as follows.

Each freehold property value is split into a land element and building element, with the building element further analysed between Core (being the core fabrication of the building, such as foundations, walls, rooves, drainage) and Renewables (being items with shorter useful lives, such as windows, roof coverings, bathrooms, mechanical and electrical services).

Depreciation is charged on assets that are available for use. Depreciation is on a straight line basis as follows:

Land	-	Not depreciated
Freehold property (Core)	-	over the lower of 50 years or the estimated remaining useful life of the home
Freehold property (Renewables)	-	over the lower of 20 years or the estimated remaining useful life of the home

Other Assets

Fixed assets other than Freehold Property are stated at cost less accumulated depreciation. Cost includes the original purchase price and any associated costs directly attributable to bringing the asset to its working condition for its intended use.

Depreciation is charged on assets that are available for use. Depreciation is charged on a straight line basis as follows:

Long-term leasehold property	-	over the period of the specific lease
Computer equipment	-	over three years
Furniture and equipment	-	over five years
Motor vehicles	-	over four years

Where a development at one of our homes is being funded by way of bank finance, any loan interest and associated charges that are attributable to the period during which the works are being undertaken are capitalised as part of the project's cost.

A review for indicators of impairment of a fixed asset is carried out at each reporting date to determine if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. If there is an indication of possible impairment, the recoverable amount of any affected asset is estimated and compared with the carrying amount. If the estimated recoverable amount is lower, the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the statement of financial activities.

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1 ACCOUNTING POLICIES - continued

(f) Investments

Investments in subsidiaries are measured at cost less accumulated impairment.

The Charity does not acquire put options, derivatives or other complex financial instruments.

(g) Going concern

The delayed recovery in occupancy levels following the Covid-19 pandemic, coupled with challenges in the workforce market, have had a significant financial impact on the Trust during the year to March 2023. Occupancy levels have recovered more slowly than forecast, particularly in our new and filling homes, where both recruitment of staff and resident demand levels have been challenging. Across the organisation, despite strong recruitment efforts, the need to rely on agency staff to maintain safe services has resulted in significant temporary increases in our staffing costs. The wider economic conditions have also caused price increases across the organisation in excess of budget, particularly in our energy bills, despite having contracts in place to partially mitigate the impacts of this.

At the year end, the Trust had two properties for sale. Completions of the sales have been met with numerous delays, causing the expected cash inflows that will arise from these transactions to be postponed. Several development projects have also completed later than planned due to factors outside of the Trust's control, resulting in delays in the realisation of associated economic benefits of these projects.

As a result of these factors, cash had fallen below the target preferred minimum level set by Trustees of £5m during the year. However, in September 2023, the sale of one of the properties completed, generating net proceeds of £3.9m. This sale has brought cash levels back in line with the target set by Trustees. The Trust is exploring other options to further improve cashflow, including a potential sale and leaseback arrangement and a secured bank debt facility.

Mature homes are now at pre-pandemic occupancy levels, and forecasts assume a steady increase in occupancy levels at our growing homes. Overall phased occupancy level for the Trust had reached 89.4% by the end of August 2023. The continuing focus on reducing agency staff usage together with other cost reduction measures and improved procurement practices are also favourably impacting trading performance and cash generation.

Forecast sensitivities indicate that in the event that the second property sale is not achieved, and that no additional financing arrangements are introduced, then the Trust would remain a going concern throughout the coming 12 months and beyond.

As such, the Trustees believe that Greensleeves Homes Trust does not have any material uncertainties in respect of going concern, and the financials have been prepared using the going concern basis.

(h) Pension

The Trust operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the Trust in an independently administered Scheme. The contributions are recognised as an expense when they are due. Amounts not paid are shown in accruals in the balance sheet.

(i) Basis of consolidation

The Group financial statements consolidate the financial statements of the Charity and its subsidiary undertakings to 31 March each year. The results of subsidiaries acquired or sold are consolidated for the periods from or to the date on which control passed. Business combinations are accounted for under the purchase method. Where necessary, adjustments are made to the financial statements of subsidiaries to bring the accounting policies used into line with those used by the Group. All intra-group transactions, balances, income and expenses are eliminated on consolidation.

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2 INVESTMENT INCOME

	2023 £	2022 £
Bank interest	**6,224**	272
	6,224	272

3 EXPENDITURE

(a) Analysis of expenditure

	Staff costs (note 4) £	Other care costs (note 3b) £	Other Support costs (note 3c) £	Governance costs (note 3d) £	Total 2023 £	Total 2022 £
Unrestricted funds						
Charitable activities						
Residents' care costs	**45,675,931**	**23,827,913**	-	-	**69,503,844**	53,571,795
Head Office costs	**1,195,303**	-	**2,096,788**	**253,568**	**3,545,659**	2,996,613
Rental costs	**17,662**	-	**241,634**	-	**259,296**	212,631
Raising funds						
Cost of raising finance	-	-	**158,055**	-	**158,055**	181,037
Other						
Loss on revaluation of assets	**-**	**7,417,596**	**-**	**-**	**7,417,596**	-
	46,888,896	**31,245,509**	**2,496,477**	**253,568**	**80,884,450**	56,962,076
Restricted funds						
Charitable activities						
Residents' care costs	**118,791**	**84,554**	-	-	**203,345**	1,770,521
Head Office costs	**-**	**-**	-	-	**-**	20,488
	118,791	**84,554**	**-**	**-**	**203,345**	1,791,009
			-			
Total expenditure	**47,007,687**	**31,330,063**	**2,496,477**	**253,568**	**81,087,795**	58,753,085

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3 EXPENDITURE - continued

(b) Analysis of other care costs

	2023 £	2022 £
Charitable activities		
Food	**2,578,145**	1,869,891
Medical costs	**389,728**	650,863
Activities	**654,882**	561,893
Care Quality Commission fees	**187,111**	128,947
Maintenance	**4,564,646**	2,969,353
Cleaning and housekeeping	**1,230,715**	940,277
Insurance	**454,661**	364,130
Utilities cost	**2,631,691**	2,011,679
Administration costs	**791,754**	658,352
Loan interest and charges	**3,380,764**	3,169,193
Leasehold rents	**3,640,263**	2,822,630
Depreciation	**3,408,107**	2,996,243
Write off of fixed assets	**-**	99,400
Loss on revaluation of fixed assets	**7,417,596**	-
	31,330,063	19,242,851

(c) Analysis of head office support costs

	2023 £	2022 £
Professional fees in respect of development plans	**780**	8,320
HR, health & safety, energy consultancy plus other professional fees	**282,351**	314,870
Trust-wide computer services	**820,819**	494,561
Head office running costs	**991,153**	1,007,511
Depreciation	**1,685**	1,685
	2,096,788	1,826,947

(d) Analysis of governance costs

	2023 £	2022 £
Legal and professional fees	**140,685**	5,892
Audit fees for current year	**55,650**	56,400
Audit fees in respect of previous year	**9,400**	-
Auditor's charges re Corporation Tax Returns	**5,080**	3,720
Auditor's charges re Service Charge Accounts	**4,880**	4,380
Internal auditor fees	**29,788**	26,040
Trustees' expenses	**841**	1,165
Trustee recruitment	**7,244**	6,371
	253,568	103,968

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4 WAGES AND SALARIES

	2023 £	2022 £
Summary of wages and salaries allocation in respect of:		
Residents' care costs	**45,794,722**	36,119,953
Head Office costs	**1,195,303**	1,065,698
Rental costs	**17,662**	15,966
	47,007,687	37,201,617
Analysis of wages and salaries:		
Salaries	**32,360,252**	28,571,007
National insurance costs	**2,705,626**	2,237,383
Pension costs	**1,096,740**	992,384
Apprenticeship Levy	**145,310**	122,898
Agency staff	**9,225,778**	4,160,137
Training	**431,028**	377,683
Recruitment	**384,627**	298,507
Other staff costs	**658,326**	441,618
	47,007,687	37,201,617

Central staff costs are allocated solely to unrestricted funds with 75% apportioned to residents' care costs and 25% to head office costs. Each member of central staff will support homes in varying degrees; some fully and some to a much lesser extent. Therefore, this split is considered an appropriate allocation.

As at 31 March 2023, total pension contributions still to be paid over to employees' policies amounted to £304,966 (2022: £170,028).

The average number of persons employed during the year was:

	2023 FTE	2023 Number	2022 FTE	2022 Number
Residents' care	**1,163**	**1,486**	1,082	1,367
Head office – Homes' support	**34**	**42**	36	37
Head office – Central administration	**11**	**14**	12	18
	1,208	**1,542**	1,130	1,422

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4 WAGES AND SALARIES - continued

The number of employees whose emoluments amount to over £60,000 in the year was as follows:

	2023	2022
	Number	Number
£60,001 to £70,000	**11**	3
£70,001 to £80,000	**4**	4
£80,001 to £90,000	**1**	2
£90,001 to £100,000	**5**	4
£100,001 to £110,000	**1**	-
£120,001 to £130,000	**1**	1
£190,001 to £200,000	**1**	1
	24	15

Pension contributions paid on behalf of the 24 employees above for the year amounted to £133,049 (2022: £55,031 for 15 employees).

Key management personnel consist of the Chief Executive, Chief Financial Officer, Director of Quality and Compliance, Director of Business Development, Director of HR, and three Divisional Directors, whose total employment benefits for the year including employer's national insurance and pension contributions were £978,110 (2022: £851,703).

5 SUBSIDIARY RESULTS

Greensleeves Developments Limited (company number 02898839 – Registered Office at Greensleeves Homes Trust, 138 Cheapside, London, England, EC2V 6BJ) is a wholly owned dormant subsidiary of the Charity. It has in issue 4 Ordinary Shares with a nominal value of £1 and has not traded throughout the current or prior year. Its net assets at the end of both years amounted to £56 and these are consolidated in the Balance Sheet.

Whitegates Investments Limited (company number 6751602 – Registered Office at Suite A, 7th Floor, City Gate East, Tollhouse Hill, Nottingham, NG1 5FS) was a wholly owned subsidiary of the Charity. It was dissolved on 3rd June 2022.

Whitegates Retirement Home Limited (company number 3927420 – Registered Office at Suite A, 7th Floor, City Gate East, Tollhouse Hill, Nottingham, NG1 5FS) is a wholly owned subsidiary of Whitegates Investments Limited. It formed part of the acquisition of the Whitegates home, and was dissolved on 3rd June 2022.

Both of the Whitegates companies were acquired as part of the acquisition of Whitegates care home in Westfield, East Sussex which was added to the Trust's portfolio of homes in July 2018.

For the year ended 31 March 2023, all companies were entitled to exemption from audit under section s479A of Companies Act 2006.

The Charity's investment in subsidiaries is summarised as follows:

	Investment in subsidiaries £
As at 1 April 2022	**104**
Disposals during the year	**(100)**
As at 31 March 2023	**4**

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6 TRUSTEE AND RELATED PARTY TRANSACTIONS

The Trustees received no remuneration for their services during the current or prior year. 5 trustees were reimbursed a total of £841 for travel expenses incurred during the year (2022: 7 trustees, total £1,165).

7 TANGIBLE ASSETS – All Charity

	Freehold property £	Long term leasehold property £	Computer equipment £	Furniture and equipment £	Motor vehicles £	Total £
Cost						
At 1 April 2022	**97,416,886**	**3,246,416**	**1,832,420**	**6,348,627**	**219,406**	**109,063,755**
Disposals during the year	**-**	**-**	**-**	**-**	**(12,490)**	**(12,490)**
Additions during the year	**3,303,270**	**1,816,173**	**722,684**	**1,022,128**	**-**	**6,864,255**
Revaluation	**7,223,747**	**-**	**-**	**-**	**-**	**7,223,747**
Disposals	**-**	**-**	**-**	**(305,590)**	**-**	**(305,590)**
At 31 March 2023	**107,943,903**	**5,062,589**	**2,555,104**	**7,065,165**	**206,916**	**122,833,677**
Depreciation						
At 1 April 2022	**9,171,848**	**338,106**	**1,317,598**	**4,124,096**	**188,631**	**15,140,279**
Disposals during the year	**-**	**-**	**-**	**-**	**(12,490)**	**(12,490)**
Charge for the year	**1,930,960**	**125,385**	**386,740**	**948,546**	**18,149**	**3,409,780**
Revaluation	**(9,163,653)**	**-**	**-**	**-**	**-**	**(9,163,653)**
Disposals	**-**	**-**	**-**	**(305,578)**	**-**	**(305,578)**
At 31 March 2023	**1,939,155**	**463,491**	**1,704,338**	**4,767,064**	**194,290**	**9,068,338**
Net book value at 31 March 2023	**106,004,748**	**4,599,098**	**850,766**	**2,298,101**	**12,626**	**113,765,339**
Net book value at 31 March 2022	88,245,038	2,908,310	514,822	2,224,531	30,775	93,923,476

Freehold property includes £34.0 million of land (2022: £29.1 million) which is not depreciated.

During the year, the Charity has changed its accounting policy for the measurement and presentation of freehold property from the cost model to the revaluation model. Under the revaluation model, fixed assets are carried at their fair value, which is determined through periodic revaluations. This change in accounting policy has not been applied retrospectively, and comparative figures remain stated as detailed for other assets below.

The decision to adopt the revaluation model for freehold property is based on the assessment that fair value provides a more relevant and reliable measurement of the Charity's freehold property, reflecting their market value and the economic benefits they provide. The revaluations are conducted periodically by experienced independent valuers, and fair value measurements are based on recognised valuation techniques and supported by relevant market and performance data.

The Charity believes that the adoption of the revaluation model provides a more relevant presentation of its freehold property, reflecting their current market values and enhancing the users' understanding of the financial position of the Charity.

Future capital expenditure contracted for at 31 March 2023 but not provided for in these accounts amounted to £399k (2022: £1.5million).

None of the above assets are used as security for the Trust’s borrowings.

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8 DEBTORS – Group and Charity

	Group 2023 £	Group 2022 £	**Charity 2023 £**	Charity 2022 £
Amounts due within one year:				
Residential care home debtors	**2,041,833**	1,380,005	**2,041,833**	1,380,005
Other debtors	**163,045**	164,047	**163,041**	163,943
Prepayments and accrued income	**1,510,112**	1,122,939	**1,510,112**	1,122,939
	3,715,990	2,666,991	**3,714,986**	2,666,887

9 CREDITORS – Group and Charity

	Group 2023 £	Group 2022 £	**Charity 2023 £**	Charity 2022 £
Amounts due within one year:				
Trade creditors	**2,481,878**	2,713,448	**2,481,878**	2,713,448
Other creditors and accruals	**1,707,107**	1,136,730	**1,707,111**	1,136,734
Payments in advance	**313,498**	226,802	**313,498**	226,802
Residents' deposits	**650,614**	949,625	**650,614**	949,625
	5,153,097	5,026,605	**5,153,101**	5,026,609

Payments in advance relate to fee invoices raised, or monies received, before the year end which cover periods in the following year. The amount of £226,802 at the end of 2022 was released in full in the year ended 31 March 2023.

The residents' deposits amount is decreasing as, in February 2020, we elected to no longer collect deposits from new residents. Current deposits will be repaid as residents leave.

	Group 2023 £	Group 2022 £	**Charity 2023 £**	Charity 2022 £
Loans from Retail Charity Bonds Plc:				
Due 30 March 2026	**49,789,328**	49,719,040	**49,789,328**	49,719,040
Due 17 December 2030	**25,000,925**	25,001,045	**25,000,925**	25,001,045
	74,790,253	74,720,085	**74,790,253**	74,720,085

Loan from Retail Charity Bonds Plc – Due 30 March 2026

On 30 March 2017, Retail Charity Bonds Plc (RCB Plc) launched the Greensleeves Homes Trust Retail Charity Bond which was issued through their Retail Charity Bonds platform and is listed on the London Stock Exchange under stock code GSHT.

RCB Plc raised £33million from the issue of bond. It was issued for a period of nine years with a maturity date of 30 March 2026 and the option to extend the term by a further two years. It has a fixed rate of interest of 4.25%. All funds raised were loaned to the Trust on the same terms as the bond. Interest is paid six monthly in arrears. There is an annual arrangement fee at an initial rate of 0.1% of the loan which is payable six monthly in advance. This fee is subject to a yearly increase in line with the Retail Price Index.

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9 CREDITORS – Group and Charity

Since the initial issue of £33million, a further £17million of bonds have been issued; £3million during the year ended 31 March 2019 and a further £14million during the year ended 31 March 2020 with the proceeds being loaned to the Trust in the two respective years at the same terms as the original advance. The effective interest rate of the two retained bonds tranches is lower than the 4.25% as both were issued at the price the bond was trading at when they were issued.

In total, costs in respect of all tranches of £599,937 have been capitalised and are being amortised over the term of the loan. £70,289 has been released to the Statement of Financial Activities in the current year (2022: £70,289).

Loan from Retail Charity Bonds Plc – Due 17 December 2030

On 17 December 2020, RCB Plc launched a second Greensleeves Homes Trust Retail Charity Bond. Similarly to the first bond above, this was issued through their Retail Charity Bonds platform and is listed on the London Stock Exchange under stock code GHT2.

This bond is for a total of £25m with £15m being issued initially. The bond was issued with a term of ten years with an expected maturity date of 17 December 2030. There is the option to extend the term for a further two years. It was issued at a fixed rate of interest of 5%. The entire £15m of the initial issue was loaned to the Trust on the same terms as the actual bond. Interest is to be paid six monthly in arrears. There is an annual arrangement fee of 0.1% payable six monthly in advance which is subject to an annual increase in line with the Retail Price Index.

The retained portion of £10m was drawn down in 2022. The effective interest rate of the retained bonds tranche is lower than 5.00% as it was issued at the price the bond was trading at when they were issued.

Set up costs of £421,066 and surplus funds of £400,000 are amortised over the term of the loan. Surplus of £120 was released to the Statement of Financial Activities in the current year (2022: charge of £12,794).

The year-end position of the loans was as follows:

	2023 Due 30 March 2026 £	2023 Due 17 December 2030 £	2023 Total £	2022 Total £
Loan value				
As at 1 April 2022	**50,000,000**	**25,000,000**	**75,000,000**	65,000,000
Borrowed during the year	**-**	**-**	**-**	10,000,000
As at 31 March 2023	**50,000,000**	**25,000,000**	**75,000,000**	75,000,000
Capitalised costs				
As at 1 April 2022	**(280,960)**	**1,045**	**(279,915)**	(665,998)
Net Surplus/(Costs) incurred during the year	**-**	**-**	**-**	303,000
Amortisation of capitalised costs	**70,288**	**(120)**	**70,168**	83,083
As at 31 March 2023	**(210,672)**	**925**	**(209,747)**	(279,915)
Balance shown in the balance sheet	**49,789,328**	**25,000,925**	**74,790,253**	74,720,085

Both loans are unsecured and have two main covenants.

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9 CREDITORS – Group and Charity

At the year end the total amount of loans outstanding was repayable as follows:

	Group 2023 £	Group 2022 £	**Charity 2023 £**	Charity 2022 £
Due within one year	**-**	-	**-**	-
Due between two and five years	**49,789,328**	49,719,040	**49,789,328**	49,719,040
Due after more than five years	**25,000,925**	25,001,045	**25,000,925**	25,001,045
	74,790,253	74,720,085	**74,790,253**	74,720,085

10 OPERATING LEASES – All Charity

All operating leases are in respect of property, namely our homes De Lucy House in Diss, Norfolk; Lavender Fields in Seal, near Sevenoaks, Kent; The Orchards in Ely, Cambridgeshire; The Manor in Windsor; Buckler's Lodge in Crowthorne, Berkshire; The Meadowcroft, in Tooting, London, and our Head Office in London.

Rents paid in the year and recognised as an expense in these financial statements amounted to £3,640,263 (2022: £2,822,630) split De Lucy House £542,027 (2022: £514,504), Lavender Fields £842,494 (2022: £1,217,471); The Orchards £638,485 (2022: £590,318); The Manor £660,045 (2022: £216,863); Buckler's Lodge £957,212 (2022: £283,474); Head Office £48,699 (2022:nil)

The contract for The Meadowcroft, a 64 bed leasehold home located on the site of the Springfield Hospital in Tooting, London, commenced on 24 January 2023. The lease is for a term of 35 years. The home opened on 2nd February 2023.

At the balance sheet date, the Charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases which fall due as follows:

	Due within one year £	**Due within two to five years £**	**Due after five years £**	**Total £**
De Lucy House	**548,443**	**2,191,474**	**12,262,675**	**15,002,592**
Lavender Fields	**961,925**	**3,839,631**	**24,221,226**	**29,022,782**
The Orchards	**626,279**	**2,503,076**	**16,456,355**	**19,585,710**
Buckler's Lodge	**981,906**	**3,920,112**	**28,126,268**	**33,028,286**
The Meadowcroft	**154,943**	**3,171,783**	**24,950,412**	**28,277,138**
The Manor	**685,431**	**2,740,000**	**16,597,213**	**20,022,644**
Head Office	**269,963**	**1,076,789**	**1,304,932**	**2,651,684**
Total as at 31 March 2023	**4,228,890**	**19,442,865**	**123,919,081**	**147,590,836**
Total as at 31 March 2022	3,666,011	18,866,088	125,012,979	147,545,078

The amounts payable increase annually over the course of the leases in line with the Retail Price Index. The amounts shown above make no assumption for this and are based on the current annual rent or the initial annual rent in respect of the future home.

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11 FUNDS – Group

	At 1 April 2022 £	Income £	Expenditure	Transfer between Funds £	At 31 March 2023 £
Unrestricted					
General funds	**22,132,959**	**64,945,308**	**(80,884,450)**	**328,927**	**6,522,744**
Revaluation reserve	**9,186,955**	**23,804,996**	**-**	**(328,927)**	**32,663,024**
Total unrestricted funds	**31,319,914**	**88,750,304**	**(80,884,450)**	**-**	**39,185,768**
Restricted					
Amenity funds	**625,818**	**46,917**	**(40,617)**	**-**	**632,118**
Covid-19 funding	**-**	**162,728**	**(162,728)**	**-**	**-**
Total restricted funds	**625,818**	**209,645**	**(203,345)**	**-**	**632,118**
Total funds	**31,945,732**	**88,959,949**	**(81,087,795)**	**-**	**39,817,886**

General funds are unrestricted funds held for the general objects of the Trust's work.

The revaluation reserve represents the remainder of the increase in freehold homes property values that arose on transition to FRS 102 and the adoption of a deemed cost valuation, plus subsequent revaluations following the change of accounting policy to revaluation model for freehold property in the current year. Expenditure relates to additional depreciation charged as a result of revaluations.

The amenity funds represent monies raised by each home to be spent on specific projects and activities in that home.

The Covid-19 funding represents the receipt and use of specific Covid-19 funding received in the year. It represents monies received from the Infection Control Fund, Rapid Testing Fund and Workforce Capacity Fund.

12 ANALYSIS OF ASSETS BETWEEN FUNDS

	Restricted funds £	Revaluation reserve £	General funds £	Total £
Fixed assets	**-**	**32,663,024**	**81,102,315**	**113,765,339**
Other current assets	**632,118**	**-**	**5,363,779**	**5,995,897**
Current liabilities	**-**	**-**	**(5,153,097)**	**(5,153,097)**
Long term liabilities	**-**	**-**	**(74,790,253)**	**(74,790,253)**
Total net assets	**632,118**	**32,663,024**	**6,522,744**	**39,817,886**

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13 TAXATION

Greensleeves Homes Trust is a registered charity and is exempt from taxation on its income and gains to the extent they are applied in pursuance of its charitable purposes.

14 CONNECTED ENTITIES

The following entity is connected to the Trust by virtue of common or related objects or by unity of administration:

WRVS Trust – A charitable Trust supporting the activities of Greensleeves Homes Trust and the Women's Royal Voluntary Service whose responsibility is to distribute legacies on receipt to the appropriate legatee. There were no transactions during the year.

15 POST BALANCE SHEET EVENTS

Since the year end, the Trust has sold one of its properties, St Cross Grange, following the transfer of operations to a new home run by another not-for-profit operator. The sale of the property generated proceeds of £3.9m.

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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF GREENSLEEVES HOMES TRUST

Opinion

We have audited the financial statements of Greensleeves Homes Trust (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2023, which comprise the Group Charitable Company Statement of Financial Activities, the Group Charitable Company Summary Income and Expenditure Account, the Group and Parent Charitable Company Balance Sheets, the Group Charitable Company Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102; The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 March 2023 and of the group's incoming resources and application of resources including, the group's income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We have been appointed as auditor under the Companies Act 2006 and report in accordance with regulations made under that Act. We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the 'Auditor's responsibilities for the audit of the financial statements' section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We are responsible for concluding on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group's and the parent charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify the auditor's opinion. Our conclusions are based on the audit evidence obtained up to the date of our report. However, future events or conditions may cause the group or parent charitable company to cease to continue as a going concern.
In our evaluation of the trustees' conclusions, we considered the inherent risks associated with the group's and parent charitable company's business model including effects arising from macro-economic uncertainties such as the cost of living crisis and inflation, we assessed and challenged the reasonableness of estimates made by the trustees and the related disclosures and analysed how those risks might affect the group's and parent charitable company's financial resources or ability to continue operations over the going concern period.
In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.
Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's and parent charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.
Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the Annual report and Consolidated Financial Statements, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the Annual report and Consolidated Financial Statements. Our opinion on

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the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.
Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.
We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Strategic Report and the Directors' report, prepared for the purposes of company law, included in the Report of the Board of Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Strategic Report and the Directors' Report included in the Report of the Board of Trustees have been prepared in accordance with applicable legal requirements.

Matter on which we are required to report under the Companies Act 2006

In the light of the knowledge and understanding of the group and parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report or the Directors' Report included in the Report of the Board of Trustees.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent charitable company, or
- returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the Trustees' Responsibilities Statement set out on page 13, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group and the parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. Owing to the inherent limitations of an audit, there is an unavoidable risk that material misstatements in the financial statements may not be detected, even though the audit is properly planned and performed in accordance with the ISAs (UK).

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- We obtained an understanding of the legal and regulatory frameworks that are applicable to the group through our general not for profit and charity sector experience and discussions with management. We determined that the following laws and regulations were most significant: Charities SORP 2019, FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland', Charities Act 2011, Companies Act 2006, Data Protection Act 2018 and Care Standards Act 2000.

- We enquired of management concerning the group's policies and procedures relating to:

  - the identification, evaluation and compliance with laws and regulations;
  - the detection and response to the risks of fraud; and
  - the establishment of internal controls to mitigate risks related to fraud or non-compliance with laws and regulations.

- We enquired of management and the finance and audit committee, whether they were aware of any instances of non-compliance with laws and regulations or whether they had any knowledge of actual, suspected or alleged fraud.

- We assessed the susceptibility of the group's financial statements to material misstatement, including how fraud might occur, by evaluating management's incentives and opportunities for manipulation of the financial statements. This included the evaluation of the risk of management override of controls. We determined that the principal risks were in relation to:
  - journal entries that increased revenues or that reclassified costs from the income statement to the balance sheet
  - potential management bias in determining accounting estimates
  - potential management bias in the revaluation of revalued freehold properties

- Our audit procedures involved:
  - identifying and assessing the design effectiveness of controls management has in place to prevent and detect fraud;
  - challenging assumptions and judgements made by management in its significant accounting estimates, such as valuations of certain freehold properties;
  - identifying and testing journal entries, in particular manual journal entries;

- In addition, we completed audit procedures to conclude on the compliance of disclosures in the Annual report and Consolidated Financial Statements with applicable financial reporting requirements.

- These audit procedures were designed to provide reasonable assurance that the financial statements were free from fraud or error. However, detecting irregularities that result from fraud is inherently more difficult than detecting those that result from error, as those irregularities that result from fraud may involve collusion, deliberate concealment, forgery or intentional misrepresentations. Also, the further removed non-compliance with laws and regulations is from events and transactions reflected in the financial statements, the less likely we would become aware of it.

- Assessment of the appropriateness of the collective competence and capabilities of the engagement team included consideration of the engagement team's:
  - understanding of, and practical experience with audit engagements of a similar nature and complexity through appropriate training and participation
  - knowledge of the industry in which the client operates
  - understanding of the legal and regulatory requirements specific to the entity/regulated entity including:
    - the provisions of the applicable legislation
    - the regulators rules and related guidance, including guidance issued by relevant authorities that interprets those rules

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- The team communications in respect of potential non-compliance with laws and regulations and fraud included the potential for fraud in revenue recognition, improper use of charitable funds and serious incident reports submitted to the Charity Commission in the period; and

- In assessing the potential risks of material misstatement, we obtained an understanding of:
  - the charity's operations, including the nature of its revenue sources, products and services and of its objectives and strategies to understand the classes of transactions, account balances, expected financial statement disclosures and business risks that may result in risks of material misstatement.
  - the charity's control environment, including the policies and procedures implemented to comply with the requirements of its regulator, including the adequacy of the training to inform staff of the relevant legislation, rules and other regulations of the regulator, the adequacy of procedures for authorisation of transactions, internal review procedures over the entity's compliance with regulatory requirements and procedures to ensure that possible breaches of requirements are appropriately investigated and reported.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Grant Thornton UK LLP

William Devitt BSc FCA DChA
Senior Statutory Auditor
for and on behalf of Grant Thornton UK LLP
Statutory Auditor, Chartered Accountants
Milton Keynes
Date: 27 September 2023

GREENSLEEVES HOMES TRUST

England & Wales - Charity number 1060478

Accounts

GREENSLEEVES HOMES TRUST

ANNUAL REPORT AND CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2022

GREENSLEEVES HOMES TRUST

(A Company limited by Guarantee not having a share capital -
Company Registered Number 03260168)

(Charity Registration Number 1060478)

ANNUAL REPORT AND
CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2022

GREENSLEEVES HOMES TRUST

ANNUAL REPORT
YEAR ENDED 31 MARCH 2022

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GREENSLEEVES HOMES TRUST

LEGAL AND ADMINISTRATIVE DETAILS

(A Company limited by Guarantee not having a share capital - Company Registered Number 03260168)
(Charity Registration Number 1060478)

TRUSTEES

Mr D Bryan (Appointed 19 May 2022)
Mr R Costella
Ms K Davies
Mr M Foster (Appointed 13 May 2021)
Mr D Kelly OBE
Ms E Marsh (Resigned 4 February 2022)
Ms D Pounds (Chairperson)
Mr M Shaha (Appointed 13 May 2021)
Mr C Shaw (Resigned 19 November 2021)
Mr C Spence
Mr R Strange OBE (Resigned 29 July 2021)
Ms J Tombs (Appointed 13 May 2021)
Ms M Townson

COMPANY SECRETARY

Mr G Almond (Resigned 1 July 2021)
Ms T Omoma (Appointed 1 July 2021)

CHIEF EXECUTIVE

Mr P Newman

KEY MANAGEMENT PERSONNEL

Ms J Clarges - Director of Quality and Compliance
Mr C Doherty - Chief Financial Officer
Ms S King - Director of Business Development
Ms T Omoma - Director of Human Resources and Company Secretariat
Mr D Baker - Divisional Director - London & Kent
Ms T Nelson - Divisional Director - East of England & The Midlands
Ms M Whittingham - Divisional Director - South & West

REGISTERED OFFICE

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INVESTMENT ADVISORS

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GREENSLEEVES HOMES TRUST
REPORT OF THE BOARD OF TRUSTEES
(INCORPORATING THE REPORT OF THE DIRECTORS AND THE STRATEGIC REPORT)
FOR THE YEAR ENDING 31 MARCH 2022

The Trustees, who are the directors for the purposes of the Companies Act 2006, present the report and financial statements of Greensleeves Homes Trust ("the Trust"/"the Charity") for the year ended 31 March 2022. The Trustees confirm that the annual report and financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic or Ireland (FRS 102) (effective 1 January 2020).

Strategic Report - Objectives and Activities

Aims

Greensleeves Homes Trust is a charitable organisation providing care and accommodation for older people, primarily through residential, dementia and nursing care services.

Our mission is to encourage residents to thrive as individuals and employees to practise as caring professionals. We achieve this through a set of core values which underpin and inform our work, namely; Respect; Openness; Responsibility.

Greensleeves Homes Trust aims to expand its charitable impact by increasing the number of beneficiaries it supports with high quality care and support services.

Objectives

The objects of Greensleeves Homes Trust as defined by its Memorandum and Articles of Association are:

- The relief of persons who are in need by reason of age, ill-health or disability by the provision, or assistance in the provision, of accommodation and associated facilities, services and amenities or by such other means as may be charitable;
- such other purposes for the benefit of the community as shall be exclusively charitable;

in each case for the public benefit.

Current Focus

We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities.

The focus of Greensleeves Homes Trust's work is to provide residential, dementia and nursing care, comfort, safety and security to older people, at an economic price that reflects our charitable status. The same standards are offered to all residents without regard to their background. Those unable to fund their care and who are subsidised by the local authority are afforded the same service as those that can.

We work hard to improve the lives of our residents and staff at all points in their journey. This can be through encouraging activities and community engagement, through providing tailored specialist services with the support of external agencies or through adopting proven approaches to care that show proven evidence of improving people's quality of life including initiatives such as Namaste. The people we care for experience deteriorating health that can dramatically impact on their ability to actively participate in usual activities of daily living which can impact both physical and mental health. Programs such as Namaste allow us to continue supporting our residents to get the most out of everything they can while being cared for by staff who are compassionate and caring. These approaches also support our staff by giving them permission to spend time with residents outside of the daily care needs they are there to provide and spend time with them person to person.

Strategic Report - Covid-19

Covid-19 has continued to impact the charity during the year to March 2022. The Trustees would like to take this opportunity to thank every member of staff who has continued to work tirelessly and selflessly throughout the pandemic. Everyone has gone above and beyond what should be expected of any employee to ensure our residents continued to receive the high quality care they deserve. They truly are the Trust's greatest asset.

Greensleeves has continued to mitigate the challenges of Covid-19 through:

- Mandatory regular testing of staff and residents
- Controlled visits in Covid-secure settings
- Excellent supply of PPE
- Hand hygiene and social distancing where possible
- Enhanced cleaning; regular contact points and using disinfectants as part of routine cleaning
- Self-isolation for new admissions and those showing symptoms
- Cohorting staff and allocating staff to care for specific residents (unitisation)

As a result of the impact of the pandemic in the prior year, the Trust entered this year with occupancy below our usual budgeted levels at 79.5%

Occupancy levels improved over the course of the year, and this has continued to 86.5% in May 2022. Most homes are now approaching or at normal occupancy levels, although continuing restrictions on admissions during covid outbreaks in some areas have hampered occupancy recovery in some of our homes.

The improvement in occupancy levels compared to the prior year is reflected in an increase in resident fee income of £6.9m. Whilst we continued to incur additional covid-related costs on staffing, PPE, infection control and testing, these were partially offset by government grants totalling £1.68m.

During the year, the Trust drew down the final £10m of funding from the Retail Charity Bond facility, due for repayment in 2030.

Strategic Report - Achievements and Performance

Major achievements during the year -

- Greensleeves Homes Trust has provided high quality residential, dementia and nursing care at competitive weekly fees in homely environments that are staffed by caring and well-trained staff. As at 31 March 2022, we were able to care for up to 1,189 residents across 26 homes.

- At the time of writing, of the 26 currently operating homes, 21 have a CQC rating of Good, and two of our homes, Broadlands in Oulton Broad and Harleston House in Lowestoft continue to be rated as Outstanding. One of our new homes has yet to be receive an inspection, and two homes are currently rated as Requires Improvement, one of which, The Manor Care Home, was acquired during the year.

- We continued to be highly rated on the leading online care directory www.carehome.co.uk, with a current overall group score of 9.5 out of ten at the end of May 2022, and 19 of our care homes rated 9.5 or higher, based on reviews from our residents, their families and friends. Two of our homes, Broadlands and Sharnbrook, have rated exceptional scores of 10.0.

- The Greensleeves Centre for Quality has continued to develop with working groups on nutritional wellbeing, end of life care and residents' activities. This means best practice and industry standards are shared across the Trust's homes as well as being used for future projects, thus pushing Greensleeves Care forward as a leader in the care industry.

- We achieved annual staff turnover of considerably lower than the average published by the National Care Forum and Skills for Care.

- A number of mental health wellbeing initiatives have been launched to support our staff through the additional pressures caused by the pandemic

- Greensleeves is participating in the national apprentice programme/Step Into Care/City & Guilds initiatives to support our ongoing recruitment initiatives

- Two new homes were added to the Trust's portfolio;

    - The Manor Care Home in Old Windsor, Berkshire: The Trust acquired this nursing home registered to provide care for up to 65 residents from previous operator Windsor Care Limited in November 2021.
    - Buckler's Lodge in Crowthorne, Berkshire: This home, built specifically for the Trust, is positioned on a new development overlooking Buckler's forest, and will provide residential and dementia care for up to 80 residents. The home welcomed its first residents in March 2022.

Strategic Report - Achievements and Performance - continued

Against last year's specific 'Plans for the Future' -

- **To deliver the occupancy improvements required to normalise the operating performance of the organisation after the recent declines caused by Covid-19 and to ensure the safe provision of quality care to our residents in a safe working environment for our staff:** Occupancy levels have continued to recover throughout the year, although remain below the normal operating levels that the Trust has historically experienced. Admissions have been restricted in some areas due to Covid-19 related regulations, which has delayed occupancy recovery for a number of our homes. All our homes have continued to operate with the safety of residents and staff as a priority.

- **To reduce the use of agency staff through the introduction of the Quality First Initiative Scheme:** The Quality First Initiative Scheme was introduced to reward staff taking on additional shifts beyond their contracted hours, with the aim of increasing consistency of staff for our residents. The initiative was successful in some of our homes, with several homes using few or no agency staff during the year. However, recruitment challenges in some areas have meant that agency usage across the organisation as a whole has remained higher than target, and reduction of this continues to be a priority.

- **To continue to work toward all the Trust's homes having a rating of at least Good from the Care Quality Commission:** The Trust has had several CQC visits during the year, and now has 23 homes rated Good or Outstanding.

- **To continue to invest in the training and development of our staff to ensure that they can provide appropriate care for both current and future older generations:** During the year we invested £378k (2021: £222k) in staff training and development.

- **To fully implement the practice of Namaste across all of our homes, particularly those working with residents living with dementia and providing end of life care.** Namaste Care is a loving approach to caring for people, especially those with advanced dementia.

- **To implement a new electronic risk management system:** We are implementing risk management software that will allow for better real time management of dynamic risk and ensure all stakeholders are fully engaged in the management of all identified risks.

- **To further integrate our recently added homes, Clarendon Lodge and Henley House, into the Trust by ensuring the care provision is comparable to the Trust's homes and the financial results are in line with expectations:** Whilst admissions have been restricted by Covid-19, both Clarendon Lodge and Henley House have continued to welcome new residents during the year. Both homes underwent CQC inspections during the year, and we are pleased that both have received Good ratings.

- **To finalise the sale of Thornbank, our home in Ipswich Suffolk which was reprovisioned during the year:** The sale of Thornbank was completed in August 2021.

- **To complete the major extension and development works at Mount Ephraim House in Tunbridge Wells:** Works are nearing completion, and we expect to commence operations by the end of 2022.

- **To mobilise our new build property, Bucklers Lodge in Crowthorne, Berkshire and integrate it into the Trust:** The opening of Buckler's Lodge was delayed slightly to March 2022 due to staffing constraints, but is now providing both dementia and residential care to new residents.

- **To progress pre-construction activity of our new home adjacent to Rye Hospital in Sussex:** The build at Rye has been deferred until market conditions are more suited.

- **To further review development options for Croxley House, our home in Croxley Green, Hertfordshire:** Croxley House has been marketed for sale during the year, and completion is expected before the end of 2022.

- **To explore further development opportunities including two new homes whose acquisition is currently in the advanced stages:** The Manor Care Home in Windsor was acquired in November 2021. Contracts were exchanged in June 2021 for us to acquire the operations of Ronald Gibson House in Tooting, South London on completion of The Meadowcroft, a new build home registered for 64 residents on an adjacent site. The new home is expected to open in October 2022 with the residents and staff of Ronald Gibson House relocating to the new home shortly after.

- **To review further funding arrangements to support our ongoing development programme:** The Trust drew down the remaining £10m of bonds on our RCB loan facility during the year. We are reviewing financing options to support the development of the Rye Hospital site.

- **To finalise the review of the Trust's existing software systems and commence implementation of a fully integrated solution:** Exploration of solutions has taken place during the year and Trustees have agreed to proceed with the project. Operational details of the digital transformation project are now being finalised.

- **To increase the Trust's influence and visibility in the care sector by positively promoting our homes both locally and nationally:** We have maintained the Trust's visibility through representation and membership of appropriate organisations such as the National Care Forum. We continue to be highly rated on external websites such as www.carehome.co.uk and maintain our presence on social media platforms such as Facebook and Twitter. This is seen as a useful tool to promote the homes and the care sector in general.

Strategic Report - Key Performance Indicators

We monitor performance against a variety of Key Performance Indicators including the principal ones summarised in the table below.

	Outcome 2022	Outcome 2021
Number of homes with Eden Alternative validation at year end	**19**	19
Percentage of residents funded by the local authority	**24.1%**	26.5%
Staff turnover	**18.7%**	14.5%
Occupancy	**87.7%**	84.1%
Average fee per week	**£1,142**	£1,077

- The number of Eden Alternative accredited homes has remained the same through the year as dealing with the ongoing pandemic took priority.

- Percentage of publicly funded residents - in line with public benefit and our sustainable operating model, we aim to have approximately 25% of the total number of our residents funded by public bodies. Over the year to March 2022, we dropped just short of this target, a result of increased private admissions during occupancy recovery.

- Staff turnover has been a challenge for the care sector this year, and whilst our turnover has remained considerably below the sector average, we have seen an increase of 4.2% compared to the prior year. A key focus for the Trust is recruitment and retention, and we are working hard to ensure our staff are developed and supported in their roles.

- Occupancy levels (adjusted for our new and growing homes) have recovered during the year as we began to move out of the Covid-19 pandemic. Having suffered in the second wave of the pandemic in Winter 2020, we entered the current year on occupancy of 79.5%. This has recovered during the year to 88.1% at the end of March 2022.

- Average fee per week - the fee reflects the cost of running each individual home and will vary based on location, type of care being offered and the funding status of the residents. The average fee has increased this year reflecting inflationary pressures and the higher care needs of residents. In addition, recently added new build homes have a greater provision of dementia care and so command higher fees.

Strategic Report - Financial Review

Review of Transactions and Financial Position

These financial statements for the year ended 31 March 2022 comply with Financial Reporting Standard 102 (FRS 102) 'the Financial Reporting Standard in the UK and Republic of Ireland' and the Charities Statement of Recommended Practice (Charities SORP (FRS102)).

Overall results

The improvement in occupancy levels following the coronavirus pandemic, and the addition of new homes to the Trust, have increased income to £53.7m for the year ended March 2022 (2021: £47.9m). As we care for more residents, costs have also increased to £58.7m (2021: £51.4m).

Overall, the Trust generated a net loss of £5.1m (2021: loss of £3.3m), leaving reserves at 31st March 2022 of £31.9m (2021: £37m).

The table on page 8 shows the results for the year compared with 2021. New homes includes only homes that joined the Trust or were opened during the current year.

Existing operations

Income

- Residents' care fees, relating to our core activity of providing residential, dementia and nursing care, were £49.7m (2021: £41.9m).
- Residents' sundries income relate to the recharge of incidental expenses incurred on behalf of residents.
- Covid-19 funding of £1.7m (2021: £2.7m) includes funding received under the Coronavirus Job Retention Scheme and the Workforce Recruitment and Retention Fund, as well as funding to support Covid-19 testing.
- Rental income relates to rents received from several rental properties owned by the Trust.
- The £42k loss on sale of fixed assets relates to the sale of Thornbank, which was sold for below Net Book Value.
- The Trust sold its investments in the prior year, and so current year investment gains / (losses) are £nil (2021: £233k).

Expenditure

- Resident care costs, relating to the running costs of our homes including depreciation, loan interest and an allocation of head office staff costs, increased to £53.4m (2021: £44.7m).
- Head office costs of £3.0m (2021: £2.9m) comprise expenditure from day-to-day head office operations plus professional fees in respect of expansion plans; HR, energy and health & safety consultancy; and Trust-wide IT services.
- Costs of raising finance relate to the amortisation of arrangement fees in respect of the loans from Retail Charity Bonds Plc
- Rental costs relate to the rental properties owned by the Trust.

New homes

- New homes are The Manor Care Home in Windsor, which joined the Trust as an operating home in November 2021, and Buckler's Lodge in Crowthorne, Berkshire, a newbuild home which opened in March 2022.
- These homes have generated a net deficit of £530k during the year. Development drag during the start-up phase of a new home is expected whilst resident numbers are below that required to cover operating overheads.

Strategic Report - Financial Review - continued

	Existing Homes 2022	Head Office 2022	Existing Operations 2022	New Homes 2022	Total 2022	Existing Homes 2021	Head Office 2021	Existing Operations 2021	New Homes 2021	Total 2021
	£	£	£	£	£	£	£	£	£	£
INCOME										
Residents' care fees	49,735,351	-	49,735,351	1,310,293	51,045,644	41,911,916	-	41,911,916	2,267,552	44,179,468
Residents' sundries	377,808	-	377,808	4,323	382,131	241,813	-	241,813	6,187	248,000
Covid-19 Funding	1,572,535	57,478	1,630,013	51,166	1,681,179	2,449,834	81,648	2,531,482	179,501	2,710,983
Other income	582,872	3,922	586,794	8,895	595,689	516,817	54,940	571,757	291	572,048
Surplus from sale of fixed assets	-	(42,389)	(42,389)	-	(42,389)	-	154,295	154,295	-	154,295
TOTAL	52,268,566	19,011	52,287,577	1,374,677	53,662,254	45,120,380	290,883	45,411,263	2,453,531	47,864,794
EXPENDITURE										
Residents' care costs	53,457,763	-	53,457,763	1,905,041	55,362,804	44,725,057	-	44,725,057	3,454,500	48,179,557
Head Office costs	-	2,996,613	2,996,613	-	2,996,613	-	2,914,712	2,914,712	-	2,914,712
Cost of raising finance	-	181,037	181,037	-	181,037	-	137,159	137,159	-	137,159
Other costs	-	212,631	212,631	-	212,631	-	179,018	179,018	-	179,018
TOTAL	53,457,763	3,390,281	56,848,044	1,905,041	58,753,085	44,725,057	3,230,889	47,955,946	3,454,500	51,410,446
Net investments (losses) / gains	-	-	-	-	-	-	233,039	233,039	-	233,039
NET INCOME / (LOSSES)	(1,189,197)	(3,371,270)	(4,560,467)	(530,364)	(5,090,831)	395,323	(2,706,967)	(2,311,644)	(1,000,969)	(3,312,613)

Strategic Report - Financial Review - continued

Balance Sheet

The balance sheet shows that at 31 March 2022 the total funds were £31.9m (2021: £37.0m). This was represented by fixed assets of £93.9m (2021: £88.7m), net current assets of £12.7m (2021: £12.7m) and long term liabilities of £74.7m (2021: £64.3m).

Unrestricted funds of £31.3m (2021: £36.4million) represent the reserves available to the Trust to fulfil its current operations and existing financial commitments over the long term and to finance the growth in activity envisaged in future plans.

Reserves

The Charity Commission defines free reserves as "income which becomes available to the Charity and is to be expended at the Trustees' discretion in furtherance of the Charity's objectives, but which is not yet spent, committed or expended".

The Reserves Policy is considered annually and the Board of Trustees reviews the Trust's reserve levels throughout the year in the light of its planned activities, budget and cashflow forecasts. The Board currently believe it necessary to hold reserves so that the future standards of service and accommodation offered to residents can be maintained and improved. It is also important that funds are available to fulfil any committed acquisition and development activity.

With this in mind, the Trust should have sufficient reserves available to fund revenue costs in the event of any unexpected problems. As the Trust's operational sites are widespread, it is expected that such problems would be isolated to a particular site and would not affect the Trust as a whole. Therefore the reserves provision for revenue costs has been set at 10% of the Trust's ordinary costs for a period of three months. In addition to this requirement, and with reference to our active development programme, there should be further reserves available that are equivalent to actual capital commitments less any associated finance arrangements that are already in place.

At the balance sheet date, the Trust's free unrestricted reserves before long term liabilities were £12.1million which represents an excess of £9.1million over the £3.0million needed to fulfil the above requirement. Of the £3.0million, £1.5million relates to capital commitments in respect of development works that are already in progress and the other £1.5m is a provision for budgeted operating costs.

On transition to FRS 102, the decision was taken to adopt a 'deemed cost' value at the date of transition for the freehold homes using their value as at 1 April 2014 thus creating a revaluation reserve equivalent to the increased value only of those homes that had risen in value. The balance of this reserve at 31 March 2022 was £9.2m (2021: £10.0m). The reduction during the year relates to the sale of Thornbank.

The Trust's Senior Management Team actively monitor reserves on behalf of the Board of Trustees and they are responsible for providing quarterly updates on the current situation and highlighting any potential problems that are envisaged.

Restricted funds of £626k (2021: £686k) are made up by amenity funds raised specifically for our homes' residents' benefit.

Strategic Report - Financial Review - continued

Investments

The Trustees of Greensleeves Homes Trust wish to ensure the sound and competent management of the Trust's financial assets in order to maximise the monies available to fulfil the charity's core purpose of meeting the needs of current and of future older people.

In October 2020, Trustees decided that investments held in a Common Investment Fund (CIF) would be more efficiently utilized in furthering the Trust's development activities. The sale of investments generated gains of £233k.

All funds are currently held on short term deposit pending utilisation on planned development activity.

Going concern

Covid-19 has continued to have a financial impact on the Trust during the year to March 2022. Income has been affected due to lower occupancy levels, recovery of which has in some cases been delayed through pandemic related restrictions on resident admissions. Costs have remained higher than in pre-pandemic years, particularly in relation to testing and infection control. Staffing costs have increased due to higher than budgeted agency spend, a result of a difficult workforce market. The additional costs were offset in part by funding received as part of the various Covid-19 grants implemented by the government across the year and through contributions towards the pay of furloughed staff from the Coronavirus Job Retention Scheme. Due to favourable market conditions, the remaining £10m Retail Charity Bond facility was issued within the year, generating additional cashflow to support our ongoing sustainable growth plans.

In response to the above, short, medium and long term forecasts have been regularly reviewed throughout the year. Latest forecasts assume continued steady occupancy recovery throughout 2022-23, reaching pre-pandemic levels by March 2023, with no further pandemic waves or lockdowns, which could limit our ability to admit residents. No further government funding in relation to Covid-19 is assumed. Phased occupancy at end June 2022 was 88%. Forecasts based on nil resident growth during 2022-23 have also been prepared, and confirm that the Trust has sufficient cash reserves to be able to operate within these parameters significantly beyond the going concern assessment period.

The issue of the remaining £10m Retail Charity Bond has increased the value of assets required by the loan covenant to be held in the balance sheet. Whilst this is not of concern in the year to March 2022, depreciation of properties could put pressure on the covenant in future years. £29.7m of the Trust's properties are held at deemed cost less depreciation, deemed cost being based on a 2014 valuation exercise. Property acquired since 2014 is held at cost less depreciation. A revaluation exercise across our property portfolio, to be carried out within the current year, is expected to significantly increase Net Book Values, and therefore increase covenant headroom.

Having reviewed current short, medium and long term forecasts and given that cash reserves are in place to fund current and future development projects, the Trustees believe that Greensleeves Homes Trust does not have any material uncertainties in respect of going concern. Therefore the financials have been prepared using the going concern basis.

Strategic Report - Plans for the Future

Currently the Trust's key strategic goals are:

- **Quality First** - embed continuous quality improvement across our homes to deliver ever improving, person-centred care and safe working conditions;
- **Empowered People** - retain over 80% of our colleagues through an inclusive culture, inspiring learning and development programmes and promoting a gold standard employee experience
- **Sustainable Development** - more and better homes where people love living and working; a sustainable development approach will ensure the charitable impact of Greensleeves expands in a viable, green and affordable manner

Key Plans

In the coming year, our key plans are:

- To recruit and retain high quality staff to deliver excellent care to our residents and to reduce the requirement for the use of agency staff.
- To obtain Living Wage Accreditation, to promote the living wage standards we will meet from April 2022.
- To continue to deliver the occupancy improvements required to normalise the operating performance of the organisation after the recent declines caused by Covid-19, and to ensure the safe provision of quality care to our residents in a safe working environment for our staff.
- To continue our drive towards a net carbon zero position.
- To continue to work toward all the Trust's homes having a rating of at least Good from the Care Quality Commission.
- To continue to invest in the training and development of our staff to ensure that they can provide appropriate care for both current and future older generations.
- To fully implement the practice of Namaste across all our homes, particularly those working with residents living with dementia and providing end of life care.
- To implement a new electronic risk management system that allows for better real time management of dynamic risk and ensure all stakeholders are fully engaged in the management of all identified risks.
- To further integrate our recently added home, The Manor Care Home, into the Trust by ensuring the care provision is comparable to the Trust's homes and the financial results are in line with expectations.
- To finalise the sale of Croxley House, our home in Croxley Green which was reprovisioned last year.
- To complete the major extension and development works at Mount Ephraim House in Tunbridge Wells.
- To continue to mobilise our new build property, Bucklers Lodge in Crowthorne, Berkshire and integrate it into the Trust.
- To open our new build home, Meadowcroft, in Tooting, and successfully integrate residents and staff who will be transferring from a nearby closing home run by a fellow charitable provider.
- To progress pre-construction activity of our new home adjacent to Rye Hospital in Sussex.
- To continue to explore further development opportunities.
- To review further funding arrangements to support our ongoing development programme.

- To finalise the review of the Trust's existing software systems and commence implementation of a fully integrated solution.

- To increase the Trust's influence and visibility in the care sector by positively promoting our homes both locally and nationally.

Strategic Report - Risks and Uncertainties

Identifying possible areas of risk that could affect the Trust is taken very seriously. We have an active Risk Register that we are currently converting on to an electronic system, covering the business, operational and financial areas of the Trust, and it is regularly reviewed in detail by appropriate members of the Senior Management Team. The Team, which comprises senior members of Head Office staff, meet on a quarterly basis to discuss all existing risks and to identify any new ones. The Register is updated accordingly before it is subsequently considered by the Finance & Audit Committee. Its review also forms part of the agenda of the Trust's other committees as appropriate. A summary is then presented to the full Board of Trustees at their quarterly meeting. The Senior Management Team carries out a variety of internal reviews on a regular basis to ensure that any potential problems are identified and tackled as soon as possible. When the new electronic system is fully implemented, review or risks will be more dynamic and completed in real time, the formal reviews as noted above will remain in place but better day to day oversight and a more responsive approach to managing risks as they change.

Internal reviews of risk management include:

- monthly visits to the homes by Head Office staff that cover all aspects of the day to day running of each home including reviewing the areas of care, HR and health & safety.
- informal visits from the Senior Management Team who meet with the Home Manager and speak to staff, residents and relatives at the home.
- periodic inspections of each home's financial records by the Trust's Finance Team to ensure that everything is in order and that there is no potential misappropriation of the Trust's funds;
- continued training of staff to ensure that they have the relevant skills and knowledge to meet the needs of the Trust.

In addition, we employ external providers who complete care, health and safety and financial audits thus giving additional reassurance.

The following are the key risks and uncertainties currently facing the Trust:

- The continued impact of Covid-19 on the operational performance of the organisation. Whilst the future impact of the Covid-19 pandemic cannot be predicted, as we have done so far, we will adapt to the changing risks it presents modifying operations in line with government guidance and best practice. This approach will be adapted for any other pandemics or health crisis.

- Poor operational / care performance results in either Care Quality Commission enforcement action or the Trust fails to open new services effectively, leading to damage to the Trust's reputation and finances. To prevent this, we have strengthened our internal quality auditing processes and continue to undertake regular reviews at all homes to ensure standards are being maintained ensuring we are prepared for the formal Care Quality Commission inspection.

- Failure to meet the current regulatory requirements of the Care Quality Commission and the Charity Commission or to identify and comply with any changes in legislation. To avoid this, we are members of the National Care Forum which ensures we are kept informed of all important changes which can then be implemented as required.

- High staff turnover and our ability to recruit staff with sufficient knowledge, skills, expertise or experience to provide good care which could lead to higher use of agency staff and inconsistent care standards. To mitigate this, we aim to be an employer of choice which is reflected by our Investors in People status. We also continually train our staff to ensure the care provision is of high quality.

- Our ability to continue to raise funds to further our sustainable development and, by 2026, to accrue the necessary funds to repay the first loan from Retail Charity Bonds plc. To monitor this, we prepare an annual Long Term Financial Plan which is regularly reviewed and updated to reflect ongoing developments.

Strategic Report - Specific risk in respect of financial instruments

The Trust uses various financial instruments including loans, cash, investments and items such as trade debtors and trade creditors. This leads to various financial risks as summarised below:

- Credit risk - further cycles of Covid-19 could lead to increased levels of outstanding fees due to the impact on residents' ability to sell their properties.
- Liquidity risk / cashflow - Whilst the Trust's bank balance on 31 March 2022 provides more than sufficient liquidity for day-to-day operations and current capital commitments, further waves of the coronavirus pandemic could again impact occupancy and adversely affect cashflow. In this situation, mitigating actions would need to be taken to reduce short term cash outflows.

Strategic Report - Companies Act 2006 s172(1)

The Trustees, both individually and collectively, consider that they have acted in ways that they believe in good faith to be most likely to promote the success of Greensleeves Homes Trust. Decisions made during the year ended 31 March 2022 have been taken for the benefit of both residents and staff. We actively encourage feedback from residents and their relatives through annual satisfaction surveys and regular meetings.

Caring for our residents is fundamental to the success of the Trust and we endeavour to provide exemplary and innovative care to all residents across all of the Trust's homes at all times. We also strive for our homes to actively be part of the community through engagement with other local organisations.

We recognise that staff both at the individual homes and at Head Office are the Trust's most important asset and aim to be a responsible employer in our approach to the pay and benefits our employees receive. The health, safety and well-being of staff and of residents are of the highest importance and ensuring these is one of the primary considerations when making decisions and in operating the Trust.

Strategic Report - Streamlined Energy and Carbon Reporting

The Streamlined Energy and Carbon Reporting disclosure presents our carbon footprint within the United Kingdom across Scope 1 and Scope 2, an appropriate intensity metric, the total energy use of electricity, gas and transport fuel and an energy efficiency improvements summary.

	Year ended 31 March 2022			Year ended 31 March 2021		
	Consumption kWh	**Emissions tCO2e**	**Intensity Metric ***	Consumption kWh	Emissions tCO2e	Intensity Metric *
Gas and other fuels (Scope 1 - direct emissions)	11,890,247	2,179.39	1.83	11,657,628	2,145.22	2.08
Electricity (Scope 2 - indirect emissions)	3,943,726	837.37	0.70	3,846,426	896.76	0.87
Transport (Scope 1 - direct emissions)	449,645	104.62	0.09	411,784	96.62	0.09
Overall	**16,283,618**	**3,121.38**	**2.62**	15,915,838	3,138.60	3.04

* Intensity metric represents tCO2e per CQC registered space across currently operating homes.

Energy Efficiency Improvements

Greensleeves Homes Trust is committed to year-on-year improvements in operational energy efficiency. As such, a register of energy efficiency measures has been compiled with a view to implementation in the next five years.

A Sustainability Working Group has been established to regularly review current policies and procedures to ensure energy efficiency and sustainability is prioritised in the future.

Ongoing measures including those undertaken in this year:

- Where possible, have ensured lighting replacements undertaken during routine maintenance have been with high efficiency LED lighting;
- Installation of smart meters and water meters across part of our portfolio;
- Switched to 100% renewal energy across the Trust;

We are pleased to note the reduction in the Intensity Metrics shown above.

Measures for the future:

- Installation of minimum 2 EV charge points at all new build homes;
- Opening of a cycle to work scheme for staff, to reduce car usage;
- Replacement of single use products with reusable alternatives;
- Creation of food waste action plans to reduce food waste in our homes.

Structure, Governance and Management

Greensleeves Homes Trust is a company limited by guarantee and a registered charity. Its governing instrument is its Memorandum and Articles of Association.

The Trustees

At the time of signing these accounts, the Board of Trustees comprised nine members who are responsible for the overall policy, direction and strategy of the Trust and for the oversight of its financial affairs. All attend Trustees' meetings, held throughout the year, at which the important matters affecting the Trust are discussed and decisions made.

Trustees are usually recruited with the support of an external agency specialising in non-executive recruitment. In recruiting new Trustees or by advertising in appropriate press, the aim is to attract appropriate people who will complement the skill set of the existing Board and fill any identified skills gaps. Potential new Trustees are interviewed by the Nominations Committee or a panel of board members. Any suitable candidates are then recommended to the Board for appointment.

As part of their induction, all Trustees are issued with relevant key documentation including the Memorandum and Articles of Association, current annual budget and business plans, as well as information about regulatory requirements in the care and charity sectors. They also meet with the Chief Executive to discuss current strategy and future aims and objectives, as well as identifying any specific, additional training or induction needs. Going forward, Trustees are kept informed of any developments within the Trust and in legislation affecting the Trust by the Chief Executive and in board papers.

The current Trustees come from a wide range of backgrounds and provide the Trust with a high calibre of expertise and advice that complements support from our external advisers.

Finance & Audit Committee

The Finance & Audit Committee comprises four Trustees and has responsibility for providing the Board with assurance on the adequacy of all systems, controls, processes and risk management that may have an impact

Structure, Governance and Management - Continued

on the Trust's ability to meet its objectives and to ensure that its financial resources are being deployed appropriately in furtherance of its objectives.

Property Committee

The Property Committee comprises three Trustees and is responsible for providing the Board, the Chief Executive and Senior Management Team with advice on property related issues, consistent with the Trust's objectives. In particular, it advises on development activity both within the existing portfolio and by evaluating new opportunities.

Remuneration Committee

The Remuneration Committee comprises four Trustees and is responsible for advising the Board and Chief Executive on pay and reward throughout the Trust, with a particular focus on the pay of senior staff, on any reward and incentive scheme and on pension issues.

Care & Quality Improvement Committee

The Care & Quality Improvement Committee comprises four Trustees and is responsible for the clinical governance and risk management of resident safety and experience, quality standards and compliance, and service development / innovation.

Nominations Committee

The Nominations Committee meets as required and is responsible for effective succession planning for senior roles in the Trust such as the Chairman, Vice Chairman, Chairman of any standing committee, Trustees and the Chief Executive.

Structure, Governance and Management - Continued

Health and Safety

Greensleeves Homes Trust believes that it is our responsibility to provide a safe environment for staff, residents and guests to ensure that no one should come to any harm within any of our care homes. The responsibility for ensuring the safety and wellbeing of all is shared by everyone within the Trust and as such all staff are provided with relevant training, equipment and resources to achieve this goal. We have also taken the added steps of employing a dedicated Health and Safety Manager who will coordinate the management of health and safety across the Trust and provide support and guidance to all staff, residents and locations.

We continue to develop our Health and Safety Compliance processes which are ultimately overseen by the Board of Trustees with input and support from the Health and Safety Consultative Committee, the Senior Management Team, the newly appointed Health and Safety Manager and Care Home Managers. New systems, policies, procedures and protocols have been put in place to manage all aspects of health and safety across the homes including the provision of training, use and maintenance of equipment and resources as well as the management of accidents, incidents and near misses. We have also strengthened our management of contractors across all of our homes and extended our suite of risk management plans.

We continue to review and update our Health and Safety Policy to ensure that we remain compliant with all legislation and regulations as well as ensuring best practice is maintained across the trust. Workshops have been held with all Care Home Managers to roll out the updated Policy, procedures and protocols and one on one support is being provided to managers to then roll this out to their home staff.

During 2021-22, we have continued to manage the impact Covid-19 on our services, residents and staff. We have focused on both the physical safety and wellbeing of everyone at Greensleeves, as well as mental health and wellbeing. We have maintained processes of monitoring, reporting, recording and providing support which were put in place at the start of the pandemic, and additional training and support has been offered via the Health and Safety Team, Quality Team, Training team and Human Resources.

Structure, Governance and Management - Continued

During the year, we submitted seven RIDDOR reports to the Health and Safety Executive in respect of minor issues. The incidents occurred across six different homes with incidents involving both staff and residents.

Where appropriate, actions were taken to mitigate the potential for reoccurrence. No action was taken by the Health and Safety Executive on any of the RIDDOR's submitted.

Health and Safety remains a priority of Greensleeves Homes Trust and over the coming twelve months we will continue to manage and develop our practice to ensure that we are meeting the best practice industry standards and that the safety of all of our staff, residents and visitors is maintained at all times.

Management and Staffing

The Trust operates as three operating divisions, each led by a new Divisional Director reporting directly to the Chief Executive. Each of the divisions has its own dedicated support and advisory team covering HR, Property and Learning & Development/Training which is overseen by a Divisional Support Manager.

Trustees delegate the day-to-day running of the Charity to a full-time Chief Executive, who is supported by a Senior Management Team which is formed of the three Divisional Directors plus the Chief Financial Officer, the Director of Quality and Compliance and the Director of Business Development. Among their many responsibilities are the development and strengthening of the services provided within the framework set by the Trustees, ensuring staff are recruited who understand the Trust's values and the regulatory requirements in the care sector, and optimising the use of the Trust's assets. In addition, they provide strategic and operational leadership ensuring that regulatory requirements are met, agreed standards of service are maintained within budget and new sustainable income streams and development opportunities are identified.

Other key members of Head Office staff also assist with day-to-day operations and are involved in forward planning and the focus of the Trust.

Throughout the year, the home managers normally attend a variety of seminars and Trust-wide training events to ensure that they are kept informed of any care, HR, financial, property and health and safety issues. External speakers are invited to attend the events to share their knowledge and experience.

The Trust has a formal Remuneration Policy which is regularly reviewed. The Policy helps ensure we reward, motivate and retain staff with a particular focus on ensuring our staff members maintain high standards of care for our residents. We are committed to ensuring a proper balance between paying our staff fairly so that we attract and retain the best people for the job, and carefully managing our financial net income. The Board of Trustees make the final decision on any staff-wide pay increases as part of the annual budget-setting process.

The pay of senior staff is independently reviewed and benchmarked against other similar care providers annually. The Remuneration Committee determine the final level of increase, giving specific consideration to Executive pay, namely the Chief Executive, the Chief Financial Officer, the Director of Quality and Compliance, the Director of Business Development and Divisional Director posts. In setting the salary for these roles the Trust will take into consideration market data and the future growth plans for Greensleeves Homes Trust.

The Trustees would like to take this opportunity to thank all staff for their contribution during the year.

Disabled Persons

We are committed to encouraging diversity amongst our workforce and seek to make reasonable adjustments to ensure our premises and working conditions meet the needs of staff members and job applicants that are disabled. All staff are afforded the same opportunities.

Structure, Governance and Management - Continued

Employee involvement

The Trust has established work practices in place that enable effective communication and engagement with staff, for example the quarterly staff newsletter and the staff engagement survey. Staff meetings are held at all homes on a regular basis which give employees the opportunity to discuss any issues and make suggestions on how their home operates.

Volunteers

Greensleeves Homes Trust and its residents are fortunate to benefit from a multitude of volunteers who support our homes. These volunteers give their time freely to help us in a number of ways including assisting with activities, facilitating fundraising events or simply providing friendly conversation and companionship to residents. The Trustees are extremely grateful to all those volunteers who support us in delivering a valued and important service and making such a positive contribution to the lives of not only our residents but our staff as well.

Subsidiary undertakings

The Trust has a long-standing subsidiary, Greensleeves Developments Limited. It is currently dormant but is being kept in existence in case a trading subsidiary is required for any future activities. Details can be found in note 5 of the notes to these financial statements.

As part of the purchase of Whitegates in Westfield, East Sussex, the Trust acquired the Whitegates Group of companies (Whitegates Investments Limited and Whitegates Retirement Home Limited) in July 2018. All operations were transferred across to the Trust soon after and the process of liquidating the two companies was completed post year end.

Fundraising

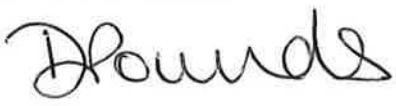
Part of the Trust's income is from donations and fundraising. The donations are generally unsolicited and are received from the families of residents after they have left the home. Fundraising income is generated by events held at homes, for example, raffles, summer fayres, firework displays or Christmas parties. These can be ticketed events at which donated goods might be sold to raise funds. Any monies raised are used for general amenity purposes or for larger purchases such as a new minibus and, in both cases, for the residents' use. These events are organised in house by our own staff, sometimes with the assistance of local volunteers. We have strict controls around fundraising and ensure that any cash is handled by two or more people. Participation in any fundraising is voluntary and we do not unduly pressure people into giving money or other donations. No third parties are engaged to assist with fundraising efforts.

Reports to the Charity Commission

Since the year end, we have notified the Charity Commission and Information Commissioner's Office of a data incident. This related to missing information on our care planning software, which took place post year end.

The Report of the Board of Trustees and the Strategic Report are formally approved by the Trustees. They also approve the Strategic Report in their capacity as company directors.

By Order of the Trustees



Ms D Pounds - Chair, Greensleeves Homes Trust

Date: 28 July 2022

GREENSLEEVES HOMES TRUST
STATEMENT OF TRUSTEES' RESPONSIBILITIES
YEAR ENDED 31 MARCH 2022

The trustees (who are also directors of Greensleeves Homes Trust for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under that law the trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law), including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP (FRS 102);
- make judgements and accounting estimates that are consistent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable group will continue in business.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees confirm that:

- so far as each trustee is aware, there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all the steps that they ought to have taken as trustees in order to make themselves aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Qualifying third party indemnity provisions

The company has granted an indemnity to all of its trustees (who are also the directors of the charitable company for the purposes of company law) against liability in respect of proceedings brought by third parties, subject to the conditions set out in the Companies Act 2006. Such qualifying third party indemnity provisions remains in force as at the date of approving the Report of the Board of Trustees.

GREENSLEEVES HOMES TRUST

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)
YEAR ENDED 31 MARCH 2022

	Notes	Unrestricted Funds 2022 £	Restricted Funds 2022 £	Total 2022 £	Unrestricted Funds 2021 £	Restricted Funds 2021 £	Total 2021 £
INCOME FROM							
Charitable activities							
Residents' care fees		51,045,644	-	51,045,644	44,179,468	-	44,179,468
Residents' sundries		382,131	-	382,131	248,000	-	248,000
Covid-19 funding		-	1,681,179	1,681,179	318,054	2,392,929	2,710,983
Rental income		426,116	-	426,116	408,303	-	408,303
Raising funds							
Donations and fundraising		-	49,628	49,628	9,716	94,518	104,234
Investments	2	272	-	272	50,611	-	50,611
Other							
Miscellaneous income		119,673	-	119,673	8,900	-	8,900
(Loss)/Gain from sale of fixed assets		(42,389)	-	(42,389)	154,295	-	154,295
TOTAL		51,931,447	1,730,807	53,662,254	45,377,347	2,487,447	47,864,794
EXPENDITURE ON							
Charitable activities							
Residents' care costs	3	53,571,795	1,791,009	55,362,804	45,899,753	2,279,804	48,179,557
Head Office costs	3	2,996,613	-	2,996,613	2,894,300	20,412	2,914,712
Rental costs	3	212,631	-	212,631	175,747	-	175,747
Raising funds							
Investment manager fees	3	-	-	-	3,271	-	3,271
Cost of raising finance	3	181,037	-	181,037	137,159	-	137,159
TOTAL	3	56,962,076	1,791,009	58,753,085	49,110,230	2,300,216	51,410,446
INVESTMENT GAINS	9	-	-	-	233,039	-	233,039
NET (LOSS) / INCOME		(5,030,629)	(60,202)	(5,090,831)	(3,499,844)	187,231	(3,312,613)
Transfer between funds	12	-	-	-	81,825	(81,825)	-
NET MOVEMENT IN FUNDS		(5,030,629)	(60,202)	(5,090,831)	(3,418,019)	105,406	(3,312,613)
FUNDS AT 1 APRIL 2021	12	36,350,543	686,020	37,036,563	39,768,562	580,614	40,349,176
FUNDS AT 31 MARCH 2022	12	31,319,914	625,818	31,945,732	36,350,543	686,020	37,036,563

All of the above results are derived from continuing activities.

The parent company has elected not to present its unconsolidated SOFA under section 408 of the Companies Act 2006.

The notes on pages 26 to 41 form part of these financial statements.

GREENSLEEVES HOMES TRUST
CONSOLIDATED AND CHARITY BALANCE SHEETS
31 MARCH 2022

	Notes	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 £
FIXED ASSETS					
Tangible assets	7	**93,923,476**	88,685,637	**93,923,476**	88,685,637
Investments	9	-	-	-	-
Investment in Subsidiaries	5	-	-	**104**	104
		93,923,476	88,685,637	**93,923,580**	88,685,741
CURRENT ASSETS					
Debtors	8	**2,666,991**	3,069,631	**2,666,887**	3,069,527
Bank and cash balances		**15,101,955**	14,257,684	**15,101,903**	14,257,632
		17,768,946	17,327,315	**17,768,790**	17,327,159
CURRENT LIABILITIES					
Amounts falling due within one year	10	**(5,026,605)**	(4,642,387)	**(5,026,609)**	(4,642,391)
NET CURRENT ASSETS		**12,742,341**	12,684,928	**12,742,181**	12,684,768
TOTAL ASSETS LESS CURRENT LIABILITIES		**106,665,817**	101,370,565	**106,665,761**	101,370,509
CREDITORS					
Amounts falling due after more than one year	10	**(74,720,085)**	(64,334,002)	**(74,720,085)**	(64,334,002)
NET ASSETS		**31,945,732**	37,036,563	**31,945,676**	37,036,507
UNRESTRICTED FUNDS					
General funds	12	**22,132,959**	26,309,549	**22,132,903**	26,309,493
Revaluation reserve	12	**9,186,955**	10,040,994	**9,186,955**	10,040,994
	12	**31,319,914**	36,350,543	**31,319,858**	36,350,487
RESTRICTED FUNDS	12	**625,818**	686,020	**625,818**	686,020
TOTAL FUNDS	12	**31,945,732**	37,036,563	**31,945,676**	37,036,507

The Charity's Net Loss for the year was £5,090,831.

Approved by the Board of Trustees and authorised for issue on 28 July 2022 and signed on their behalf by:

D Pounds

Ms D Pounds - Chair, Greensleeves Homes Trust

The notes on pages 26 to 41 form part of these financial statements.

Company Registered Number 03260168

GREENSLEEVES HOMES TRUST
CONSOLIDATED CASH FLOW STATEMENT
31 MARCH 2022

	Notes	2022 £	£	2021 £	£
Cash flows from operating activities			**(1,164,528)**		(2,422,111)
Cash flows from investing activities					
Dividends received	2	-		37,354	
Interest received	2	272		13,257	
			272		50,611
Purchases of tangible assets	7	(9,585,180)		(13,763,474)	
Sale of tangible assets	7	1,207,624		162,702	
Purchases of investments	9	-		(37,344)	
Sales of investments	9	-		1,902,154	
			(8,377,556)		(11,735,962)
Net cash used in investing activities			**(8,377,284)**		(11,685,351)
Cash flows from financing activities					
New loan facilities	10	10,000,000		15,000,000	
Capitalisation of costs	10	303,000		(324,066)	
Amortisation of capitalised costs	10	83,083		79,606	
Net cash provided by financing activities			**10,386,083**		14,755,540
Change in cash and cash equivalents in the reporting period			**844,271**		648,078
Cash and cash equivalents at beginning of reporting period			**14,257,684**		13,609,606
Cash and cash equivalents at end of reporting period			**15,101,955**		14,257,684
Reconciliation of net income to net cash flow from operating activities					
Net (loss) / income for the reporting period			**(5,090,831)**		(3,312,613)
Decrease / (Increase) in debtors			**402,640**		(200,938)
Increase / (Decrease) in creditors			**384,218**		(1,460,816)
Depreciation	7		**2,997,928**		2,990,184
Dividends & interest from investments	2		**(272)**		(50,611)
Net (gains) / losses on investments	9		-		(233,039)
Loss/(Gain) on fixed asset disposals	7		**42,389**		(154,295)
Write off of tangible assets	7		**99,400**		17
Net cash provided by operating activities			**(1,164,528)**		(2,422,111)

Analysis of cash and cash equivalents	Cash at 31 March 2022	Cash at 31 March 2021
Cash at bank	**15,101,955**	14,257,684

The notes on pages 26 to 41 form part of these financial statements.

1 ACCOUNTING POLICIES

(a) Basis of accounting

Greensleeves Homes Trust is a Company limited by Guarantee and is incorporated in England and Wales. It is also a Charity that constitutes a public benefit entity as defined by FRS 102.

The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value. They are in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic or Ireland (FRS 102) and the Companies Act 2006.

The currency used in the financial statements is Pound Sterling.

(b) Judgements in applying accounting policies and key sources of estimation uncertainty

Preparation of the financial statements requires the Trustees to make judgements, estimates and assumptions concerning the future. The areas of the financial statements that are subject to these judgements are as follows:

- Care home debtors: An allowance for bad and doubtful debts is maintained in respect of estimated losses resulting from the inability of the Charity's debtors to settle amounts due.
- Fixed asset valuation: On transition to FRS 102, the decision was taken to adopt a 'deemed cost' value for the freehold homes so as to give a truer indication of their value. A professional valuation was therefore undertaken as at 1 April 2014; being the transition date, and the carrying value of all homes held at that date is based on this valuation less provision for depreciation and impairment subsequently charged. Additions are stated at cost less depreciation. The existence of impairment indicators is considered by the Trustees at each reporting date, as is the continuing appropriateness of the depreciation policy.
- Loan measurement: Future payments have been estimated in respect of the loan in computing the effective interest rate at inception, with a periodic re-assessment being undertaken of the effective rate as a floating rate instrument based on actual outcomes during the loan term.

(c) Income recognition

Residents' care fees, rental income and donations are recognised when the Charity has entitlement to the amounts due and their receipt is probable. It is accounted for on a receivable basis.

Income from investments or bank interest is included when receivable and the amount can be measured reliably by the Charity; this is normally on notification by our investment advisor or by the bank.

Grants are included in the Statement of Financial Activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance Sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued. Grant income is included gross within the Statement of Financial Activities and not netted against the associated expenditure.

Investment income, including bank interest, is stated gross as it is paid without deduction of tax.

(d) Expenditure recognition

Expenditure is recognised once there is a legal or constructive obligation to make a payment where it can be reliably measured and it is probable settlement will be required.

Expenditure is allocated to the particular activity where it directly relates to that activity. Any that is not directly attributable to one activity is allocated as appropriate.

Expenditure on raising funds comprise the fees paid to the manager of our investment portfolio and the amortisation of initial costs incurred in respect of the loans from Retail Charity Bonds Plc.

Rental costs are in respect of a small number of rental properties owned by the Trust.

1 ACCOUNTING POLICIES - continued

(e) Fixed assets

Fixed assets are stated at cost (or, in the case of some freehold property, deemed cost) less accumulated depreciation. Cost includes the original purchase price and any associated costs directly attributable to bringing the asset to its working condition for its intended use.

As this is the basis on which such properties are bought and sold, the cost or deemed cost of each home is valued by reference to the profits method based on an assessment of its fair maintainable trade and adjusted for size, location and other material factors. Each home's cost is split into a land value and a building value. The cost or deemed cost of each home's building value is further split into two elements:

- 'Core' which includes foundations, walls, stairs, roof structure, site works, drainage and external services and has a longer life.
- 'Renewables' which includes windows, roof coverings, bathrooms, kitchens, lifts and mechanical and electrical services and have a shorter life.

Each home has been assessed for its remaining useful life and is depreciated accordingly.

Land is not depreciated. Depreciation and amortisation of other fixed assets is provided on a straight line basis to write off the cost over the estimated useful lives of the assets:

Freehold property - Core	-	over the lower of 50 years or the estimated remaining useful life of the home
Freehold property - Renewables	-	over the lower of 20 years or the estimated remaining useful life of the home
Long-term leasehold property	-	over the period of the specific lease
Computer equipment	-	over three years
Furniture and equipment	-	over five years
Motor vehicles	-	over four years

Fixed assets include amounts in respect of significant development contracts' valuation certificates received immediately after the year end on the assumption that the work thereon would have occurred prior to the year end.

Where a development at one of our homes is being funded by way of bank finance, any loan interest and associated charges that are attributable to the period during which the works are being undertaken are capitalised as part of the project's cost.

A review for impairment of a fixed asset is carried out at each reporting date to determine if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. If there is an indication of possible impairment, the recoverable amount of any affected asset is estimated and compared with the carrying amount. If the estimated recoverable amount is lower, the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the statement of financial activities.

Depreciation is charged from when an asset is available for use.

(f) Investments

Investments in subsidiaries are measured at cost less accumulated impairment.

Investments in listed funds and company shares are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the quoted market price. The statement of financial activities includes the net gains and losses arising on revaluations and disposals throughout the year.

The Charity does not acquire put options, derivatives or other complex financial instruments.

The main form of financial risk faced by the Charity is that of volatility in equity markets and investment markets due to wider economic conditions, the attitude of investors to investment risk, and changes in sentiment concerning equities and within particular sectors or sub sectors.

1 ACCOUNTING POLICIES - continued

(g) Debtors and prepayments

Trade and other debtors are recognised at the amount due on the day that they arise. Prepayments are amounts paid in advance and are stated at the actual amount that has been prepaid.

(h) Bank and cash equivalents

Bank and cash equivalents consist of monies held in current accounts and cash monies held at the Charity's homes and head office. They include monies in respect of both restricted and unrestricted funds.

(i) Creditors and accruals

Creditors and accruals are recognised when the Charity has an obligation to make a payment to a third party. Capital repayments due on long-term loans are stated at today's value and are split into instalments due within the next twelve months or due after more than twelve months. Residents' deposits are amounts collected from residents on admission and are repayable on departure. They are classified as short term liabilities.

(j) Operating leases

Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the statement of financial activities on a straight line basis over the term of the lease.

(k) Funds

General funds are unrestricted funds held for the general objects of the Trust's work. Restricted funds are funds used for specific purposes as laid down by the donor. Expenditure which meets this criterion is identified to the specific fund.

(l) Financial instruments

The Charity only enters into basic financial instruments transactions that result in the recognition of financial assets and liabilities like trade and other debtors and creditors, loans from banks and other third parties and investments in non-puttable ordinary shares.

Debt instruments (other than those wholly repayable or receivable within one year), including loans and other accounts receivable and payable, are initially measured at present value of the future cash flows and subsequently at amortised cost using the effective interest method. Debt instruments that are payable or receivable within one year, typically trade debtors and creditors, are measured, initially and subsequently, at the undiscounted amount of the cash or other consideration expected to be paid or received. However, if the arrangements of a short-term instrument constitute a financing transaction, like the payment of a trade debt deferred beyond normal business terms or financed at a rate of interest that is not a market rate or in case of an out-right short-term loan not at market rate, the financial asset or liability is measured, initially, at the present value of the future cash flow discounted at a market rate of interest for a similar debt instrument and subsequently at amortised cost.

Financial assets that are measured at cost and amortised cost are assessed at the end of each reporting period for objective evidence of impairment. If objective evidence of impairment is found, an impairment loss is recognised in the statement of financial activities.

For financial assets measured at amortised cost, the impairment loss is measured as the difference between an asset's carrying amount and the present value of estimated cash flows discounted at the asset's original effective interest rate. If a financial asset has a variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate determined under the contract.

For financial assets measured at cost less impairment, the impairment loss is measured as the difference between an asset's carrying amount and best estimate of the recoverable amount, which is an approximation of the amount that the charity would receive for the asset if it were to be sold at the reporting date.

Financial assets and liabilities are offset and the net amount reported in the balance sheet when there is an enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

1 ACCOUNTING POLICIES - continued

(m) Going concern

Covid-19 has continued to have a financial impact on the Trust during the year to March 2022. Income has been affected due to lower occupancy levels, recovery of which has in some cases been delayed through pandemic related restrictions on resident admissions. Costs have remained higher than in pre-pandemic years, particularly in relation to testing and infection control. Staffing costs have increased due to higher than budgeted agency spend, a result of a difficult workforce market. The additional costs were offset in part by funding received as part of the various Covid-19 grants implemented by the government across the year and through contributions towards the pay of furloughed staff from the Coronavirus Job Retention Scheme. Due to favourable market conditions, the remaining £10m Retail Charity Bond facility was issued within the year, generating additional cashflow to support our ongoing sustainable growth plans.

In response to the above, short, medium and long term forecasts have been regularly reviewed throughout the year. Latest forecasts assume continued steady occupancy recovery throughout 2022-23, reaching pre-pandemic levels by March 2023, with no further pandemic waves or lockdowns, which could limit our ability to admit residents. No further government funding in relation to Covid-19 is assumed. Phased occupancy at end June 2022 was 88%. Forecasts based on nil resident growth during 2022-23 have also been prepared, and confirm that the Trust has sufficient cash reserves to be able to operate within these parameters significantly beyond the going concern assessment period.

The issue of the remaining £10m Retail Charity Bond has increased the value of assets required by the loan covenant to be held in the balance sheet. Whilst this is not of concern in the year to March 2022, depreciation of properties could put pressure on the covenant in future years. £29.7m of the Trust's properties are held at deemed cost less depreciation, deemed cost being based on a 2014 valuation exercise. Property acquired since 2014 is held at cost less depreciation. A revaluation exercise across our property portfolio, to be carried out within the current year, is expected to significantly increase Net Book Values, and therefore increase covenant headroom.

Having reviewed current short, medium and long term forecasts and given that cash reserves are in place to fund current and future development projects, the Trustees believe that Greensleeves Homes Trust does not have any material uncertainties in respect of going concern. Therefore the financials have been prepared using the going concern basis.

(n) Pension

The Trust operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the Trust in an independently administered Scheme. The contributions are recognised as an expense when they are due. Amounts not paid are shown in accruals in the balance sheet.

(o) Basis of consolidation

The Group financial statements consolidate the financial statements of the Company and its subsidiary undertakings drawn up to 31 March each year. The results of subsidiaries acquired or sold are consolidated for the periods from or to the date on which control passed. Business combinations are accounted for under the purchase method. Where necessary, adjustments are made to the financial statements of subsidiaries to bring the accounting policies used into line with those used by the Group. All intra-group transactions, balances, income and expenses are eliminated on consolidation.

2 INVESTMENT INCOME

	2022 £	2021 £
Dividends	-	37,354
Bank interest	272	13,257
	272	50,611

3 EXPENDITURE

(a) Analysis of expenditure

	Staff costs (note 4) £	Other care costs (note 3b) £	Other Support costs (note 3c) £	Governance costs (note 3d) £	Total 2022 £	Total 2021 £
Unrestricted funds						
Charitable activities						
Residents' care costs	34,831,211	18,740,584	-	-	53,571,795	45,899,753
Head Office costs	1,065,698	-	1,826,947	103,968	2,996,613	2,894,300
Rental costs	15,966	-	196,665	-	212,631	175,747
Raising funds						
Investment manager fees	-	-	-	-	-	3,271
Cost of raising finance	-	-	181,037	-	181,037	137,159
	35,912,875	18,740,584	2,204,649	103,968	56,962,076	49,110,230
Restricted funds						
Charitable activities						
Residents' care costs	1,268,254	502,267	-	-	1,770,521	2,279,804
Head Office costs	20,488	-	-	-	20,488	20,412
	1,288,742	502,267	-	-	1,791,009	2,300,216
Total expenditure	37,201,617	19,242,851	2,204,649	103,968	58,753,085	51,410,446

(b) Analysis of other care costs

	2022 £	2021 £
Charitable activities		
Food	1,869,891	1,883,646
Medical costs	650,863	1,577,003
Activities	561,893	386,493
Care Quality Commission fees	128,947	162,416
Maintenance	2,969,353	1,905,085
Cleaning and housekeeping	940,277	956,110
Insurance	364,130	239,354
Utilities costs	2,011,679	961,056
Administration costs	658,352	326,242
Loan interest and charges	3,169,193	2,340,818
Leasehold rents	2,822,630	2,165,185
Depreciation	2,996,243	2,910,975
Write off of fixed assets	99,400	-
	19,242,851	15,814,383

3 EXPENDITURE - continued

(c) Analysis of head office support costs

	2022 £	2021 £
Professional fees in respect of development plans	8,320	109,148
HR, health & safety, energy consultancy plus other professional fees	314,870	311,040
Trust-wide computer services	494,561	602,442
Head office running costs	1,007,511	768,044
Depreciation	1,685	77,962
	1,826,947	1,868,636

(d) Analysis of governance costs

	2022 £	2021 £
Legal and professional fees	5,892	73,156
Audit fees for current year	56,400	53,760
Audit fees in respect of previous year	-	7,391
Auditor's charges re Corporation Tax Returns	3,720	6,559
Auditor's charges re Service Charge Accounts	4,380	7,500
Internal auditor fees	26,040	780
Trustees' expenses	1,165	40
Trustee recruitment	6,371	1,405
	103,968	150,591

4 WAGES AND SALARIES

	2022 £	2021 £
Summary of wages and salaries allocation in respect of:		
Residents' care costs	**36,119,953**	32,365,174
Head Office costs	**1,065,698**	895,485
Rental costs	**15,966**	23,958
	37,201,617	33,284,617
Analysis of wages and salaries:		
Salaries	**28,571,007**	27,104,370
National insurance costs	**2,237,383**	1,994,287
Pension costs	**992,384**	942,984
Apprenticeship Levy	**122,898**	122,536
Agency staff	**4,160,137**	2,408,662
Training	**377,683**	221,537
Recruitment	**298,507**	109,556
Other staff costs	**441,618**	380,685
	37,201,617	33,284,617

During the year, a small number of staff were furloughed due to the pandemic either as a result of them shielding or, in the case of some Head Office based staff, because restrictions caused by Covid-19 meant there was insufficient work within all departments to maintain usual staffing levels. As a result, £57,478 (2021: £275,843) was claimed under the Coronavirus Job Retention Scheme and this has been included as income under Covid-19 funding.

Central staff costs are allocated solely to unrestricted funds with 75% apportioned to residents' care costs and 25% to head office costs. Each member of central staff will support homes in varying degrees; some fully and some to a much lesser extent. Therefore, this split is considered an appropriate allocation.

As at 31 March 2022, total pension contributions still to be paid over to employees' policies amounted to £170,028 (2021: £141,374).

The average number of persons employed during the year was:

	2022 FTE	2022 Number	2021 FTE	2021 Number
Residents' care	**1,082**	**1,367**	1,096	1,360
Head office - Homes' support	**36**	**37**	33	35
Head office - Central administration	**12**	**18**	11	12
	1,130	**1,422**	1,140	1,407

4 WAGES AND SALARIES - Continued

The number of employees whose emoluments amount to over £60,000 in the year was as follows:

	2022 Number	2021 Number
£60,001 to £70,000	3	2
£70,001 to £80,000	4	6
£80,001 to £90,000	2	3
£90,001 to £100,000	4	1
£120,001 to £130,000	1	1
£180,001 to £190,000	1	1
	15	14

Pension contributions paid on behalf of the 15 employees above for the year amounted to £55,031 (2021: £58,169 for 14 employees).

Key management personnel consist of the Chief Executive, Chief Financial Officer, Director of Quality and Compliance, Director of Business Development and three Divisional Directors whose total employment benefits for the year including employer's national insurance and pension contributions were £851,703 (2021: £844,686).

5 SUBSIDIARY RESULTS

Greensleeves Developments Limited (company number 02898839 - Registered Office at 138 Cheapside, London EC2V 6BJ) is a wholly owned dormant subsidiary of the Charity. It has in issue 4 Ordinary Shares with a nominal value of £1 and has not traded throughout the current or prior year, generating neither a profit nor loss. Its net assets at the end of both years amounted to £56 and these are consolidated in the Balance Sheet shown on page 24.

Whitegates Investments Limited (company number 6751602 - Registered Office at Suite A, 7th Floor, City Gate East, Tollhouse Hill, Nottingham, NG1 5FS) was a wholly owned subsidiary of the Charity. It was dissolved on 3rd June 2022.

Whitegates Retirement Home Limited (company number 3927420 - Registered Office at Suite A, 7th Floor, City Gate East, Tollhouse Hill, Nottingham, NG1 5FS) is a wholly owned subsidiary of Whitegates Investments Limited. It formed part of the acquisition of the Whitegates home, and was dissolved on 3rd June 2022.

Both of the Whitegates companies were acquired as part of the acquisition of Whitegates care home in Westfield, East Sussex which was added to the Trust's portfolio of homes in July 2018.

For the year ended 31 March 2022, all companies were entitled to exemption from audit under section s479A of Companies Act 2006.

The Charity's investment in subsidiaries is summarised as follows:

	Investment in subsidiaries £
As at 1 April 2021	104
Additions during the year	-
As at 31 March 2022	**104**

6 TRUSTEE AND RELATED PARTY TRANSACTIONS

The Trustees received no remuneration for their services during the current or prior year. Trustees were reimbursed a total of £1,165 for travel expenses incurred during the year (2021: £40).

7 TANGIBLE ASSETS - All Charity

	Freehold property £	Long term leasehold property £	Computer equipment £	Furniture and equipment £	Motor vehicles £	Total £
Cost						
At 1 April 2021	92,531,672	2,091,904	1,297,840	5,493,232	217,406	101,632,054
Disposals in year	(1,456,674)	-	-	-	-	(1,456,674)
Additions in year	6,341,888	1,154,512	553,308	1,533,472	2,000	9,585,180
Written off in year	-	-	(18,728)	(678,077)	-	(696,805)
At 31 March 2022	**97,416,886**	**3,246,416**	**1,832,420**	**6,348,627**	**219,406**	**109,063,755**
Depreciation						
At 1 April 2021	7,679,832	245,671	1,088,744	3,766,031	166,139	12,946,417
Disposals in year	(206,661)	-	-	-	-	(206,661)
Charge for the year	1,698,677	92,435	245,844	938,480	22,492	2,997,928
Written off in year	-	-	(16,990)	(580,415)	-	(597,405)
At 31 March 2022	**9,171,848**	**338,106**	**1,317,598**	**4,124,096**	**188,631**	**15,140,279**
Net book value at 31 March 2022	**88,245,038**	**2,908,310**	**514,822**	**2,224,531**	**30,775**	**93,923,476**
Net book value at 31 March 2021	84,851,840	1,846,233	209,096	1,727,201	51,267	88,685,637

Freehold property includes £29.1million of land (2021: £29.7 million) which is not depreciated.

Included under freehold property are assets with a net book value as at 31 March 2022 of £29.7million (2021: £31.6million) which are included at deemed cost less depreciation based on a valuation dated 1 April 2014 (the date of transition to FRS 102). The valuation was undertaken by Knight Frank.

Future capital expenditure contracted for at 31 March 2022 but not provided for in these accounts amounted to £1.5million (2021: £4.9million).

None of the above assets are used as security for the Trust's borrowings.

8 DEBTORS - Group and Charity

	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 £
Amounts due within one year:				
Residential care home debtors	**1,380,005**	1,383,701	**1,380,005**	1,383,701
Other debtors	**164,047**	54,604	**163,943**	54,500
Prepayments and accrued income	**1,122,939**	1,631,326	**1,122,939**	1,631,326
	2,666,991	3,069,631	**2,666,887**	3,069,527

9 INVESTMENTS - All Charity

		2022 £		2021 £
Market value at 1 April 2021		-		1,631,771
Add: additions to investments at cost		-		37,344
Book value of disposals in year				
Proceeds from sales	-		(1,902,154)	
Realised gain	-		233,039	
		-		(1,669,115)
Net unrealised (loss) / gain in the year		-		-
Market value at 31 March 2022		-		-
Cost at 31 March 2022		-		-

	2022 £	2021 £
Investments are represented by:		
Schroder Charity Multi-Asset Fund	-	-

10 CREDITORS - Group and Charity

	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 £
Amounts due within one year:				
Trade creditors	**2,713,448**	1,523,289	**2,713,448**	1,523,289
Other creditors and accruals	**1,136,730**	892,557	**1,136,734**	892,561
Payments in advance	**226,802**	907,333	**226,802**	907,333
Residents' deposits	**949,625**	1,319,208	**949,625**	1,319,208
	5,026,605	4,642,387	**5,026,609**	4,642,391

Payments in advance relate to fee invoices raised, or monies received, before the year end which cover periods in the following year. The amount of £226,802 at the end of 2021 was released in full in the year ended 31 March 2022.

The residents' deposits amount is decreasing as, in February 2020, we elected to no longer collect deposits from new residents. Current deposits will be repaid as residents leave.

	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 £
Loans from Retail Charity Bonds Plc:				
Due 30 March 2026	**49,719,040**	49,648,751	**49,719,040**	49,648,751
Due 17 December 2030	**25,001,045**	14,685,251	**25,001,045**	14,685,251
	74,720,085	64,334,002	**74,720,085**	64,334,002

Loan from Retail Charity Bonds Plc - Due 30 March 2026

On 30 March 2017, Retail Charity Bonds Plc (RCB Plc) launched the Greensleeves Homes Trust Retail Charity Bond which was issued through their Retail Charity Bonds platform and is listed on the London Stock Exchange under stock code GSHT.

RCB Plc raised £33million from the issue of bond. It was issued for a period of nine years with a maturity date of 30 March 2026 and the option to extend the term by a further two years. It has a fixed rate of interest of 4.25%. All funds raised were loaned to the Trust on the same terms as the bond. Interest is paid six monthly in arrears. There is an annual arrangement fee at an initial rate of 0.1% of the loan which is payable six monthly in advance. This fee is subject to a yearly increase in line with the Retail Price Index.

Since the initial issue of £33million, a further £17million of bonds have been issued; £3million during the year ended 31 March 2019 and a further £14million during the year ended 31 March 2020 with the proceeds being loaned to the Trust in the two respective years at the same terms as the original advance. The effective interest rate of the two retained bonds tranches is lower than the 4.25% as both were issued at the price the bond was trading at when they were issued.

In total, costs in respect of all tranches of £599,937 have been capitalised and are being amortised over the term of the loan. £70,289 has been released to the Statement of Financial Activities in the current year (2021: £70,289).

10 CREDITORS - Group and Charity - continued

Loan from Retail Charity Bonds Plc - Due 17 December 2030

On 17 December 2020, RCB Plc launched a second Greensleeves Homes Trust Retail Charity Bond. Similarly to the first bond above, this was issued through their Retail Charity Bonds platform and is listed on the London Stock Exchange under stock code GHT2.

This bond is for a total of £25m with £15m being issued initially. The bond was issued with a term of ten years with an expected maturity date of 17 December 2030. There is the option to extend the term for a further two years. It was issued at a fixed rate of interest of 5%. The entire £15m of the initial issue was loaned to the Trust on the same terms as the actual bond. Interest is to be paid six monthly in arrears. There is an annual arrangement fee of 0.1% payable six monthly in advance which is subject to an annual increase in line with the Retail Price Index.

The retained portion of £10m was drawn down in the current year. The effective interest rate of the retained bonds tranche is lower than 5.00% as it was issued at the price the bond was trading at when they were issued.

Set up costs of £421,066 and surplus funds of £400,000 are amortised over the term of the loan. A charge of £12,794 was released to the Statement of Financial Activities in the current year (2021: £9,317).

The year-end position of the loans was as follows:

	2022 Due 30 March 2026 £	2022 Due 17 December 2030 £	2022 Total £	2021 Total £
Loan value				
As at 1 April 2021	50,000,000	15,000,000	65,000,000	50,000,000
Borrowed during the year	-	10,000,000	10,000,000	15,000,000
As at 31 March 2022	50,000,000	25,000,000	75,000,000	65,000,000
Capitalised costs				
As at 1 April 2021	(351,249)	(314,749)	(665,998)	(421,538)
Net Surplus/(Costs) incurred during the year	-	303,000	303,000	(324,066)
Amortisation of capitalised costs	70,289	12,794	83,083	79,606
As at 31 March 2022	(280,960)	1,045	(279,915)	(665,998)
Balance shown in the balance sheet	49,719,040	25,001,045	74,720,085	64,334,002

Both loans are unsecured and have two main covenants.

At the year end the total amount of loans outstanding was repayable as follows:

	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 £
Due within one year	-	-	-	-
Due between two and five years	**49,719,040**	49,648,751	**49,719,040**	49,648,751
Due after more than five years	**25,001,045**	14,685,251	**25,001,045**	14,685,251
	74,720,085	64,334,002	**74,720,085**	64,334,002

11 OPERATING LEASES - All Charity

All operating leases are in respect of property, namely our homes De Lucy House in Diss, Norfolk; Lavender Fields in Seal, near Sevenoaks, Kent; The Orchards in Ely, Cambridgeshire; The Manor, in Windsor; and Buckler's Lodge in Crowthorne, Berkshire.

Rents paid in the year and recognised as an expense in these financial statements amounted to £2,822,630 (2021: £2,165,185) split De Lucy House £514,504 (2021: £499,600), Lavender Fields £1,217,471 (2021: £1,090,511); The Orchards £590,318 (2021: £575,074); The Manor £216,863 (2021: £nil); Buckler's Lodge £283,474 (2021: £nil).

On 19 March 2021, contracts were signed for a 64 bed leasehold home to be located on the site of the Springfield Hospital in Tooting, London. Completion is anticipated in Autumn 2022. The lease is for a term of 35 years.

At the balance sheet date, the Charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases which fall due as follows:

	Due within one year £	Due within two to five years £	Due after five years £	Total £
De Lucy House	**521,780**	**2,087,118**	**12,201,064**	**14,809,962**
Lavender Fields	**914,197**	**3,659,291**	**24,042,120**	**28,615,608**
The Orchards	**595,970**	**2,383,882**	**16,269,175**	**19,249,027**
Buckler's Lodge	**933,360**	**3,733,440**	**27,722,071**	**32,388,871**
Springfield Hospital	-	**3,185,455**	**25,921,123**	**29,106,578**
The Manor	**660,136**	**2,740,000**	**17,282,644**	**20,682,780**
Head Office	**40,568**	**1,076,902**	**1,574,782**	**2,692,252**
Total as at 31 March 2022	**3,666,011**	**18,866,088**	**125,012,979**	**147,545,078**
Total as at 31 March 2021	2,508,000	15,677,000	106,013,000	124,198,000

The amounts payable increase annually over the course of the leases in line with the Retail Price Index. The amounts shown above make no assumption for this and are based on the current annual rent or the initial annual rent in respect of the future home.

12 FUNDS - Group

	At 1 April 2021 £	Income £	Expenditure	Investment (losses) £	Transfer between Funds £	At 31 March 2022 £
Unrestricted						
General funds	26,309,549	51,931,447	(56,857,143)	-	749,106	22,132,959
Revaluation reserve	10,040,994	-	(104,933)	-	(749,106)	9,186,955
Total unrestricted funds	36,350,543	51,931,447	(56,962,076)	-	-	31,319,914
Restricted						
Amenity funds	601,798	49,628	(25,608)	-	-	625,818
Covid-19 funding	84,222	1,681,179	(1,765,401)	-	-	-
Total restricted funds	686,020	1,730,807	(1,791,009)	-	-	625,818
Total funds	37,036,563	53,662,254	(58,753,085)	-	-	31,945,732

General funds are unrestricted funds held for the general objects of the Trust's work.

The revaluation reserve represents the remainder of the increase in freehold homes property values that arose on transition to FRS 102 and the adoption of a deemed cost valuation. Expenditure relates to additional depreciation charged as a result of the revaluation. The transfer between the revaluation reserve and unrestricted general funds relates to the disposal of Thornbank.

The amenity funds represent monies raised by each home to be spent on specific projects and activities in that home.

The Covid-19 funding represents the receipt and use of specific Covid-19 funding received in the year. It includes monies claimed under the Coronavirus Job Retention Scheme and monies received from the Infection Control Fund, Rapid Testing Fund and Workforce Capacity Fund.

13 ANALYSIS OF ASSETS BETWEEN FUNDS

	Restricted funds £	Revaluation reserve £	General funds £	Total £
Fixed assets	-	9,186,955	84,736,521	93,923,476
Other current assets	625,818	-	17,143,128	17,768,946
Current liabilities	-	-	(5,026,605)	(5,026,605)
Long term liabilities	-	-	(74,720,085)	(74,720,085)
Total net assets	625,818	9,186,955	22,132,959	31,945,732

14 TAXATION

Greensleeves Homes Trust is a registered charity and is exempt from taxation on its income and gains to the extent they are applied in pursuance of its charitable purposes.

15 CONNECTED ENTITIES

The following entity is connected to the Trust by virtue of common or related objects or by unity of administration:

WRVS Trust - A charitable Trust supporting the activities of Greensleeves Homes Trust and the Women's Royal Voluntary Service whose responsibility is to distribute legacies on receipt to the appropriate legatee. There were no transactions during the year.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF GREENSLEEVES HOMES TRUST

Opinion

We have audited the financial statements of Greensleeves Homes Trust (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2022, which comprise the Group Charitable Company Statement of Financial Activities (incorporating the Group Charitable Company Summary Income and Expenditure Account), the Group and Parent Charitable Company Balance Sheets, the Group Charitable Company Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102; The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).
In our opinion, the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 March 2022 and of the group's incoming resources and application of resources, including the group's income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We have been appointed as auditor under the Companies Act 2006 and report in accordance with regulations made under that Act. We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the 'Auditor's responsibilities for the audit of the financial statements' section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We are responsible for concluding on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group's and the parent charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify the auditor's opinion. Our conclusions are based on the audit evidence obtained up to the date of our report. However, future events or conditions may cause the group or parent charitable company to cease to continue as a going concern.

In our evaluation of the trustees' conclusions, we considered the inherent risks associated with the group's and parent charitable company's business model including effects arising from macro-economic uncertainties such as Brexit and Covid-19, we assessed and challenged the reasonableness of estimates made by the trustees and the related disclosures and analysed how those risks might affect the group's and parent charitable company's financial resources or ability to continue operations over the going concern period.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's and parent charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

The responsibilities of the trustees with respect to going concern are described in the 'Responsibilities of trustees for the financial statements' section of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Report of the Board of Trustees and Statement of Trustees' Responsibilities, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Strategic Report and the Directors' report, prepared for the purposes of company law, included in the Report of the Board of Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Strategic Report and the Directors' Report included in the Report of the Board of Trustees have been prepared in accordance with applicable legal requirements.

Matter on which we are required to report under the Companies Act 2006

In the light of the knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report or the Directors' Report included in the Report of the Board of Trustees.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent charitable company, or
- returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees for the financial statements

As explained more fully in the Trustees' Responsibilities Statement set out on page 18, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group and the parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or parent charitable company or to cease operations, or have no realistic alternative but to do so.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF GREENSLEEVES HOMES TRUST

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. Owing to the inherent limitations of an audit, there is an unavoidable risk that material misstatements in the financial statements may not be detected, even though the audit is properly planned and performed in accordance with the ISAs (UK).

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- We obtained an understanding of the legal and regulatory frameworks that are applicable to the group through our general not for profit and charity sector experience and discussions with management. We determined that the following laws and regulations were most significant: Charities SORP 2019, FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland', Charities Act 2011, Companies Act 2006, Data Protection Act 2018 and Care Standards Act 2000.

- We enquired of management concerning the group's policies and procedures relating to:

  - the identification, evaluation and compliance with laws and regulations;
  - the detection and response to the risks of fraud; and
  - the establishment of internal controls to mitigate risks related to fraud or non-compliance with laws and regulations.

- We enquired of management and the finance and audit committee, whether they were aware of any instances of non-compliance with laws and regulations or whether they had any knowledge of actual, suspected or alleged fraud.

- We assessed the susceptibility of the group's financial statements to material misstatement, including how fraud might occur, by evaluating management's incentives and opportunities for manipulation of the financial statements. This included the evaluation of the risk of management override of controls. We determined that the principal risks were in relation to:

  - journal entries that increased revenues or that reclassified costs from the income statement to the balance sheet
  - potential management bias in determining accounting estimates

- Our audit procedures involved:

  - identifying and assessing the design effectiveness of controls management has in place to prevent and detect fraud;
  - challenging assumptions and judgements made by management in its significant accounting estimates;
  - identifying and testing journal entries, in particular manual journal entries;

- In addition, we completed audit procedures to conclude on the compliance of disclosures in the annual report and accounts with applicable financial reporting requirements.

- These audit procedures were designed to provide reasonable assurance that the financial statements were free from fraud or error. However, detecting irregularities that result from fraud is inherently more difficult than detecting those that result from error, as those irregularities that result from fraud may involve collusion, deliberate concealment, forgery or intentional misrepresentations. Also, the further removed non-compliance with laws and regulations is from events and transactions reflected in the financial statements, the less likely we would become aware of it.

- Assessment of the appropriateness of the collective competence and capabilities of the engagement team included consideration of the engagement team's:

  - understanding of, and practical experience with audit engagements of a similar nature and complexity through appropriate training and participation
  - knowledge of the industry in which the client operates
  - understanding of the legal and regulatory requirements specific to the entity/regulated entity including:

    - the provisions of the applicable legislation
    - the regulators rules and related guidance, including guidance issued by relevant authorities that interprets those rules

- The team communications in respect of potential non-compliance with laws and regulations and fraud included the potential for fraud in revenue recognition, improper use of charitable funds and serious incident reports submitted to the Charity Commission in the period; and

- In assessing the potential risks of material misstatement, we obtained an understanding of:

  - the charity's operations, including the nature of its revenue sources, products and services and of its objectives and strategies to understand the classes of transactions, account balances, expected financial statement disclosures and business risks that may result in risks of material misstatement.
  - the charity's control environment, including the policies and procedures implemented to comply with the requirements of its regulator, including the adequacy of the training to inform staff of the relevant legislation, rules and other regulations of the regulator, the adequacy of procedures for authorisation of transactions, internal review procedures over the entity's compliance with regulatory requirements and procedures to ensure that possible breaches of requirements are appropriately investigated and reported.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Grant Thornton UK LLP

William Devitt BSc FCA DChA
Senior Statutory Auditor
for and on behalf of Grant Thornton UK LLP
Statutory Auditor, Chartered Accountants
Milton Keynes
Date: 9 September 2022

GREENSLEEVES HOMES TRUST

England & Wales - Charity number 1060478

Accounts

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GREENSLEEVES HOMES TRUST

ANNUAL REPORT AND CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2021

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GREENSLEEVES HOMES TRUST

**(A Company limited by Guarantee not having a share capital –
Company Registered Number 03260168)**

(Charity Registration Number 1060478)

**ANNUAL REPORT AND
CONSOLIDATED FINANCIAL STATEMENTS**

YEAR ENDED 31 MARCH 2021

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GREENSLEEVES HOMES TRUST

ANNUAL REPORT
YEAR ENDED 31 MARCH 2021

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GREENSLEEVES HOMES TRUST

LEGAL AND ADMINISTRATIVE DETAILS

(A Company limited by Guarantee not having a share capital – Company Registered Number 03260168)

(Charity Registration Number 1060478)

TRUSTEES

Mr R Costella
Ms K Davies
Mr M Foster (Appointed 13 May 2021)
Ms K Gray (Resigned 18 February 2021)
Mr D Kelly OBE
Ms E Marsh
Ms D Pounds
Mr M Shaha (Appointed 13 May 2021)
Mr C Shaw (Chairman)
Mr C Spence
Mr R Strange OBE (Vice Chairman)
Ms J Tombs (Appointed 13 May 2021)
Ms M Townson

COMPANY SECRETARY

Mr G Almond (Resigned 1 July 2021)
Ms T Omoma (Appointed 1 July 2021)

CHIEF EXECUTIVE

Mr P Newman

KEY MANAGEMENT PERSONNEL

Ms J Clarges – Director of Quality and Compliance
Mr C Doherty – Chief Financial Officer
Mr G Williams – Director of Business Development
Ms S King – Divisional Director – London & Kent
Ms T Nelson – Divisional Director – East of England & The Midlands
Ms M Whittingham – Divisional Director – South & West

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DAC Beachcroft LLP
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GREENSLEEVES HOMES TRUST

REPORT OF THE BOARD OF TRUSTEES
(INCORPORATING THE REPORT OF THE DIRECTORS AND THE STRATEGIC REPORT)
FOR THE YEAR ENDING 31 MARCH 2021

The Trustees, who are the directors for the purposes of the Companies Act 2006, present the report and financial statements of Greensleeves Homes Trust ("the Trust"/"the Charity") for the year ended 31 March 2021. The Trustees confirm that the annual report and financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic or Ireland (FRS 102) (effective 1 January 2020).

Strategic Report - Objectives and Activities

Aims

Greensleeves Homes Trust is a charitable organisation providing care and accommodation for older people, primarily through residential, dementia and nursing care services.

Our mission is to encourage residents to thrive as individuals and employees to practise as caring professionals. We achieve this through a set of core values which underpin and inform our work, namely; Respect; Openness; Responsibility.

Greensleeves Homes Trust aims to expand its charitable impact by increasing the number of beneficiaries it supports with high quality care and support services.

Objectives

The objects of Greensleeves Homes Trust as defined by its Memorandum and Articles of Association are:

- The relief of persons who are in need by reason of age, ill-health or disability by the provision, or assistance in the provision, of accommodation and associated facilities, services and amenities or by such other means as may be charitable;
- such other purposes for the benefit of the community as shall be exclusively charitable;

in each case for the public benefit.

Current Focus

We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities.

The focus of Greensleeves Homes Trust's work is to provide residential, dementia and nursing care, comfort, safety and security to older people, at an economic price that reflects our charitable status. The same standards are offered to all residents without regard to their background. Those unable to fund their care and who are subsidised by the local authority are afforded the same service as those that can.

Our aim through practising The Eden Alternative philosophy is to improve the lives of our residents and our staff. Based around the core belief that ageing should be a continued stage of development and growth, rather than a period of decline, we are dedicated to eliminating the plagues of Loneliness, Helplessness and Boredom and to go beyond person-centred care. The philosophy encourages our staff to be creative when giving care, creating vibrant communities where contact with children, the outdoors and animals is central to the home. Our residents are given the opportunity to fulfil their wishes such as going to a football match, driving a racing car or simply having fish and chips at the seaside.

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Strategic Report – Covid-19

Covid-19 impacted the charity from March 2020 and throughout the subsequent year. Across both waves of the pandemic, 118 residents and 2 staff members are confirmed to have died from Covid-19. The Trust extends its deepest condolences to the family and friends of those we have lost. May they rest in peace.

The Trustees would like to take this opportunity to thank every member of staff who has worked tirelessly and selflessly throughout the pandemic. Everyone has gone above and beyond what should be expected of any employee to ensure our residents continued to receive the same high quality care as they would have done in normal circumstances. They truly are the Trust's greatest asset.

The government placed all care homes in lockdown from March 2020. Visitors, volunteers and contractors were not permitted to enter the homes unless essential work was required. The senior management team and Head of HR formed a Covid-19 Steering Group to oversee and coordinate the charity's response. The Steering Group met daily and provided seven days per week cover until lockdown eased in the summer. The Chief Executive kept the Chair and Board of Trustees appraised of developments.

The original 2020/21 budget was re-forecast and approved at the May 2020 board meeting, taking into account lower occupancy and increased staffing and personal protective equipment (PPE) expenditure. The board approved additional spend of over £1m on PPE to ensure staff and residents had the necessary protection. Throughout the pandemic, all homes had sufficient PPE and complied with government advice.

Greensleeves mitigated the challenges of Covid-19 through:

- Mandatory regular testing of staff and residents
- Controlled visits in Covid-secure settings
- Excellent supply of PPE
- Hand hygiene and social distancing where possible (hands-face-space)
- Enhanced cleaning; regular contact points and using disinfectants as part of routine cleaning
- Self-isolation for new admissions and those showing symptoms
- Cohorting staff and allocating staff to care for specific residents (unitisation)

Despite these measures, similarly to the whole care sector, occupancy was impacted; our phased occupancy dropped from normal levels of approximately 93% to a low of 83.3% at the end of May 2020. After steadily recovering to 85.9% in December 2020, occupancy again dropped to 76.5% at the end of January 2021 as the impact of the second wave of the pandemic was felt.

Some improvement in occupancy levels were seen by year end and this has continued to 85.8% at the end of June 2022. A return to more normal levels of occupancy is expected by March 2022.

The occupancy reductions caused a reduction in turnover during the year to 31 March 2021 in excess of £4 million. In addition to the income reduction, higher costs were incurred on staffing, PPE and enhanced infection control and covid-19 testing measures. The income reduction and higher costs were partially offset by government support including over £2.7 million from the various infection control support funds and some limited use of the employee furlough scheme, together with reductions in non-essential expenditure.

While operations were disrupted, the Strategic Plan continued broadly according to plan. The new home in Ipswich, Henley House (replacing Thornbank), was completed and residents moved in before Christmas. The new home in Croxley Green, Clarendon Lodge (replacing Croxley House), was completed and residents transferred across in February 2021. The extension at Borovere in Alton, Hampshire also completed during the year and excellent progress has been made at our new home in Crowthorne, Berkshire. The redevelopment of Mount Ephraim House continued at a slower pace and is now scheduled for completion by the end of this financial year. The development of a 60-bed nursing home in Rye has been deferred until operating conditions have returned to normal.

Additionally, £15m of additional funding was drawn in December 2020 from a new RCB facility to finance the continued strategy of sustainable development of the organisation, thereby enhancing the charitable impact of the Trust. £10m of bonds were retained for potential future release.

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GREENSLEEVES HOMES TRUST

REPORT OF THE BOARD OF TRUSTEES
(INCORPORATING THE REPORT OF THE DIRECTORS AND THE STRATEGIC REPORT)
FOR THE YEAR ENDING 31 MARCH 2021

Strategic Report - Achievements and Performance

Major achievements during the year –

- Greensleeves Homes Trust has provided high quality residential, dementia and nursing care at competitive weekly fees in homely environments that are staffed by caring and well-trained staff. As at 31 March 2021, we were able to care for up to 1,081 residents across 25 homes, an increase of 44 residents compared to last year. During the year, two homes were reprovisioned and the respective old homes were closed.

- Inspections by the Care Quality Commission continued through the coronavirus pandemic. At the time of writing, of the 24 currently operating homes (two are closed for redevelopment and one is closed pending sale), two new homes have not yet been inspected, 21 have a CQC rating of Good or above leaving one rated as Requires Improvement. This is positive change to last year's position when four homes had been classified as requiring improvement. Two of our Suffolk homes, Broadlands in Oulton Broad and Harleston House in Lowestoft continue to be rated as Outstanding.

- In February 2020, a new divisional structure was introduced as part of the Trust's Strategic Plan. This has proven to be a great success and perfectly timed despite the immediate advent of the coronavirus pandemic. Thanks to the new structure and increased number of Head Office staff, we were able to further improve the support the homes received throughout the crisis. It also meant Head Office staff were ready to step in when the staff at those homes more severely impacted were unable to work due to contracting Covid-19.

- We continued to be highly rated on the leading online care directory www.carehome.co.uk, having achieved an overall group score of 9.5 out of ten on 31 March 2021. In addition, Greensleeves Care has been rated as a Top 20 Recommended Care Home Group in the United Kingdom in 2021 and the majority of our care homes are currently rated 9.5 or higher, based on reviews from our residents and their families and friends.

- The Greensleeves Centre for Quality has continued to develop with working groups on nutritional wellbeing, end of life care and residents' activities. This means best practice and industry standards are shared across the Trust's homes as well as being used for future projects, thus pushing Greensleeves Care forward as a leader in the care industry.

- We achieved annual staff turnover of considerably lower than the average published by the National Care Forum and Skills for Care.

- A number of mental health wellbeing initiatives have been launched to support our staff through the additional pressures caused by the pandemic

- Greensleeves is participating in the national apprentice programme/Step Into Care/City & Guilds initiatives to support our ongoing recruitment initiatives

- Two new homes were added to the Trust's portfolio;

    - Henley House in Ipswich, Suffolk – this is a home specifically built for the Trust which will provide residential and dementia care for up to 66 residents. It replaced Thornbank, our previous home in Ipswich with residents and staff transferring across to the new home in December 2020, just in time for Christmas. Everyone is now fully settled and we are welcoming new residents to our state of the art home.
    - Clarendon Lodge in Croxley, Hertfordshire – this is a newly built home with a unique construction; a single story building surrounding a central courtyard located behind the perimeter wall bordering the grounds of our existing home, Croxley House. It will provide residential and dementia care for up to 40 residents. Residents and staff in the existing home moved to Clarendon Lodge in February 2021. Options for the future use of Croxley House are under review.

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Strategic Report - Achievements and Performance – continued

Against last year's specific 'Plans for the Future' –

- **To deliver the occupancy improvements required to normalise operating performance following the impact of Covid-19** – following the first wave of the pandemic in early 2020, good progress was made on occupancy recovery peaking at 85.9% in mid-December 2020. Sadly, the second wave had a more significant impact than the first and occupancy fell in 76.5% in February 2021. On 31 March 2021, it had recovered to 79.5% and continues to show improvement thereafter.

- **To work towards the Trust's homes having a rating of at least Good from the Care Quality Commission** – As at time of writing, of the 24 operating homes, 21 homes were rated Good and two had achieved an Outstanding rating.

- **To continue to invest in the training and development of our staff** – during the year, we invested £222,000 in mandatory and non-mandatory training. This represents a slight reduction compared to 2020 as access to the homes was restricted during the pandemic. We recognise the importance of continuing to invest in our staff to ensure they are able to provide appropriate care for our residents and appreciate that, as we grow, our training resources must also expand in order to maintain standards. Training is provided either face to face by our three divisional trainers or external training providers plus through our eLearning system.

- **To continue to improve the standards of care and the overall service by developing the Eden Alternative philosophy** – As at 31 March 2021, the same 19 homes as last year had achieved Eden accreditation. Due to the pandemic and changes within the Eden Alternative team external to the Trust, further homes have not been accredited in the year. In addition to following the Eden Alternative, we continue to explore other philosophies of care.

- **To further integrate our recently added home, The Orchards into the Trust –** progress was hindered by the pandemic but despite its impact at the home, we achieved a CQC rating of Good in January 2021 which is testament to the home's Manager, who, in the same month, sadly died from Covid-19 complications. The whole of the Trust passes on their condolences to her family and friends.

- **To mobilise our new-build property, Henley House in Ipswich, Suffolk and integrate it into the Trust** – 28 residents and the staff team from Thornbank, our previous home in Ipswich moved across to Henley House in December 2020. After giving everyone time to settle into their new home and allowing for restrictions in the second wave of the pandemic, further resident admissions started and, on 31 March 2021, the home had 33 residents.

- **To dispose of our existing home in Ipswich following transfer of operations to Henley House** – the process was extended by restricted access to the home during the pandemic. Despite this, following an extended marketing exercise, proposals were received during early 2021. After due consideration of the qualified surveyor's report, Trustees accepted one of the offers in May 2021. The sale is expected to be completed in July 2021.

- **To progress major extension and development works at Borovere in Alton, Croxley House in Croxley Green, Rickmansworth and Mount Ephraim House in Tunbridge Wells** – works on all three projects were unfortunately delayed during the pandemic. Despite this:

    - The new rooms at Borovere were registered with CQC in early 2021
    - At Croxley House, construction of the new building in the home's grounds was completed in late 2020. It was registered as a new home with CQC and named Clarendon Lodge
    - At Mount Ephraim House, works are continuing with completion now anticipated by March 2022.

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Strategic Report - Achievements and Performance – continued

- **To progress pre-construction activity of our new home adjacent to Rye Hospital in Sussex** – preliminary works have been completed during the year but further works have been delayed during the pandemic.

- **To further review funding arrangements to ensure sufficient funds are available to fulfil the Trust's development programme** – funding options were explored during 2020 before a decision was made to raise further funding through a new Retail Charity Bond structure. This was successfully completed on 17 December 2020. As a result, £15m was raised at a fixed interest rate of 5% over a ten-year period. The facility is for a total sum of £25m so a further £10m is retained for potential release in the future.

- **To increase the Trust's influence and visibility in the care sector by positively promoting our homes both locally and nationally** – despite the year's main priority being ensuring residents and staff remained safe during the pandemic, we have strived to maintain the Trust's visibility through representation and membership of appropriate organisations such as the National Care Forum. We continue to be highly rated on external websites such as www.carehome.co.uk and maintain our presence on social media platforms such as Facebook and Twitter. This is seen as a useful tool to promote the homes and the care sector in general. Despite the immense toll the pandemic has had, there are still many positive stories which will help both the Trust and the care sector recover as everyone learns to live with Covid-19.

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Strategic Report – Key Performance Indicators

We monitor performance against a variety of Key Performance Indicators including the principal ones summarised in the table below.

	Outcome 2021	Outcome 2020
Number of homes with Eden Alternative validation	**19**	19
Percentage of residents funded by the local authority	**26.5%**	25.6%
Staff turnover	**14.5%**	18.5%
Occupancy	**84.1%**	92.6%
Average fee per week	**£1,077**	£1,019

- The number of Eden Alternative accredited homes has remained the same through the year as dealing with the ongoing pandemic took priority.
- Percentage of publicly funded residents – in line with public benefit and our sustainable operating model, we aim to have approximately 25% of the total number of our residents funded by public bodies. At the year end, we had exceeded this target and the percentage had increased compared to 2020. This is a result of Covid-19's impact on occupancy and due to some existing privately funded residents falling below the funding threshold. The percentage tends to fluctuate on a monthly basis in line with resident admissions and departures and our overall target remains at 25%.
- We are encouraged by our staff turnover which has again fallen from previous year. We have maintained good staff retention during a challenging year for the sector by ensuring our staff members are recognised for the excellent work they do in caring and supporting some of the most vulnerable people in society. A key focus for the Trust is recruitment to include our career changing apprenticeship programme which is designed to attract individuals new to the care industry and provide them with the skills and knowledge to excel in their career.
- Occupancy levels (based on anticipated resident build up at new homes) have fallen due to the impact of Covid-19. Our homes were affected by both the first wave of the pandemic and, more significantly, by the second wave. On 31 March 2020, occupancy stood at 90.2%. In the first wave, at the end of May 2020, it dropped to a low point of 83.3% before slowly recovering to 85.9% in Mid-December 2020. In the second wave, at the end of January 2021, it fell to a low point of 76.5% before recovering again reaching 79.5% on 31 March 2021. On 23 July 2021, occupancy was 87.3%.
- Average fee per week – the fee reflects the cost of running each individual home and will vary based on location, type of care being offered and the funding status of the residents. The average fee has increased this year reflecting inflationary pressures and the higher care needs of residents. In addition, recently added new build homes have a greater provision of dementia care and so command higher fees.

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Strategic Report - Financial Review

Review of Transactions and Financial Position

These financial statements for the year ended 31 March 2021 comply with Financial Reporting Standard 102 (FRS 102) 'the Financial Reporting Standard in the UK and Republic of Ireland'.

Overall results

The year's financial performance was impacted by the coronavirus pandemic; reduced occupancy led to a reduction in income in excess of £4.0m and costs were also adversely affected. Both were partly offset by government funding received during the year of over £2.7m.

Overall, a net loss of £3.3million (2020: income of £6.9million - positively impacted by the sale of two parcels of land which generated gains of £9.7million) was produced which has reduced reserves to a total of £37.0million (2020: £40.3million).

The table on page 10 shows the results for the year compared with 2020. Please note that those homes considered new homes last year are included under existing homes this year. The results of two homes that were reprovisioned in the year have been included under new homes in 2021.

Existing operations

Income

- Residents' care fees, relating to our core activity of providing residential, dementia and nursing care, have decreased by £1.1million to £41.9m. Much of the reduction is due the pandemic's impact on occupancy.
- Residents' sundries relate to the recharge of incidental expenses incurred on behalf of residents. This is lower than 2020, again due to the pandemic.
- Covid-19 funding of £2.7m includes £276,000 claimed under the Coronavirus Job Retention Scheme where a small number of staff were furloughed due to the pandemic either as a result of them shielding or, in the case of some Head Office based staff, because restrictions caused by Covid-19 meant there was insufficient work within all departments to maintain usual staffing levels. It also includes £2.4m of funding received from the local authorities serving the homes under the various funding initiatives announced by the government to support the care sector during the pandemic.
- Other income includes £51,000 (2020: £174,000) generated by our investment portfolio and cash reserves. The amount is lower this year following the disposal of investments and reduction in interest rates. The remaining amount is rent from various accommodations, donations and fundraising.
- The £154,000 surplus from sale of fixed assets relates to the disposal of a rental property in Suffolk.

Expenditure

- Resident care costs, relating to the running costs of our homes including depreciation, loan interest and an allocation of head office staff costs, have increased by £935,000 to £44.7m.
- Head office costs comprise expenditure from day-to-day head office operations plus professional fees in respect of expansion plans; HR, energy and health & safety consultancy; and Trust-wide computer services. They have increased this year due to the recruitment of further head office staff needed to support the increasing number of homes and increasing consultancy costs relating to fire risk, asbestos and health & safety issues.
- Costs of raising finance of £137,000 relate to the amortisation of arrangement fees in respect of the loans from Retail Charity Bonds Plc
- Other costs relate to investment manager fees and costs relating to various rental properties owned by the Trust.

Investment gains and losses

- In the year, the Trust's investments were sold in full. This produced realised gains of £329,000 (2020: £800). Offset against this are unrealised gains declared in previous years of £96,000 (2020: unrealised losses of £203,600) leading to net gains of £233,000 (2020: net losses of £202,800).

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Strategic Report - Financial Review - continued

New homes

During the year ended 31 March 2021, two homes were reprovisioned as follows. The results of the existing homes and of the replacement homes have been categorised as being new homes for the purposes of the table on page 10:

- In February 2021, Croxley House in Croxley Green, Hertfordshire was replaced by Clarendon Lodge which is situated in the grounds of the old home. The combined income of the two homes was £1.1m and the costs including depreciation, loan interest and an allocation of head office staff costs were £1.7m resulting in a loss of £631,000. Occupancy at Croxley House had fallen significantly prior to the move to Clarendon Lodge in part due to the pandemic but also the difficulty in attracting new residents to the older home as the relocation date approached.
- In December 2021, Thornbank in Ipswich, Suffolk was replaced by Henley House which is within one mile of the old home. The combined income of the two homes was £1.4m and the costs including depreciation, loan interest and an allocation of head office staff costs were £1.7m resulting in a loss of £370,000. The results were impacted by the pandemic in particular due to restricted access to the new home during the second wave.

Across the two homes, funding of £180,000 was received from the various Covid-19 initiatives given to the care sector during the pandemic including the Coronavirus Job Retention Scheme.

In total, the two homes generated losses of £1.0m. Development drag losses such as this are expected for new homes due to the opening start-up costs and initially lower income during the phased build-up of residents.

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Strategic Report – Financial Review – continued

	Existing Homes 2021 £	Head Office 2021 £	Existing Operations 2021 £	New Homes 2021 £	Total 2021 £	Existing Homes 2020 £	Head Office 2020 £	Existing Operations 2020 £	New Homes 2020 £	Total 2020 £
INCOME										
Residents' care fees	**41,911,916**	**-**	**41,911,916**	**2,267,552**	**44,179,468**	43,008,747	-	43,008,747	-	43,008,747
Residents' sundries	**241,813**	**-**	**241,813**	**6,187**	**248,000**	322,125	-	322,125	-	322,125
Covid-19 Funding	**2,449,834**	**81,648**	**2,531,482**	**179,501**	**2,710,983**	-	-	-	-	-
Other income	**516,817**	**54,940**	**571,757**	**291**	**572,048**	928,776	186,661	1,115,437	-	1,115,437
Surplus from sale of fixed assets	**-**	**154,295**	**154,295**	**-**	**154,295**	-	9,721,433	9,721,433	-	9,721,433
TOTAL	**45,120,380**	**290,883**	**45,411,263**	**2,453,531**	**47,864,794**	44,259,648	9,908,094	54,167,742	-	54,167,742
EXPENDITURE										
Residents' care costs	**44,725,057**	**-**	**44,725,057**	**3,454,500**	**48,179,557**	43,789,949	-	43,789,949	-	43,789,949
Head Office costs	**-**	**2,914,712**	**2,914,712**	**-**	**2,914,712**	-	2,917,987	2,917,987	-	2,917,987
Cost of raising finance	**-**	**137,159**	**137,159**	**-**	**137,159**	-	130,902	130,902	-	130,902
Other costs	**-**	**179,018**	**179,018**	**-**	**179,018**	-	198,216	198,216	-	198,216
TOTAL	**44,725,057**	**3,230,889**	**47,955,946**	**3,454,500**	**51,410,446**	43,789,949	3,247,105	47,037,054	-	47,037,054
Net investments (losses) / gains	**-**	**233,039**	**233,039**	**-**	**233,039**	-	(202,828)	(202,828)	-	(202,828)
NET INCOME / (LOSSES)	**395,323**	**(2,706,967)**	**(2,311,644)**	**(1,000,969)**	**(3,312,613)**	469,699	6,458,161	6,927,860	-	6,927,860

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Strategic Report – Financial Review - continued

Balance Sheet

The balance sheet shows that at 31 March 2021 the total funds were £37.0million (2020: £40.3millon). This was represented by fixed assets of £88.6million (2020: £79.5million including investments of £1.6million), net current assets of £12.7million (2020: £10.4million) and long term liabilities of £64.3million (2020: £49.6million).

Unrestricted funds of £36.4million (2020: £39.8million) represent the reserves available to the Trust to fulfil its current operations and existing financial commitments over the long term and to finance the growth in activity envisaged in future plans.

Reserves

The Charity Commission defines free reserves as "income which becomes available to the Charity and is to be expended at the Trustees' discretion in furtherance of the Charity's objectives, but which is not yet spent, committed or expended".

The Reserves Policy is considered annually and the Board of Trustees reviews the Trust's reserve levels throughout the year in the light of its planned activities, budget and cashflow forecasts. The Board currently believe it necessary to hold reserves so that the future standards of service and accommodation offered to residents can be maintained and improved. It is also important that funds are available to fulfil any committed acquisition and development activity.

With this in mind, the Trust should have sufficient reserves available to fund revenue costs in the event of any unexpected problems. As the Trust's operational sites are widespread, it is expected that such problems would be isolated to a particular site and would not affect the Trust as a whole. Therefore the reserves provision for revenue costs has been set at 10% of the Trust's ordinary costs for a period of three months. In addition to this requirement, and with reference to our active development programme, there should be further reserves available that are equivalent to actual capital commitments less any associated finance arrangements that are already in place.

The Covid-19 pandemic has of course impacted all of our homes, the Finance & Audit Committee considered in detail whether the Policy was still appropriate. After careful consideration, the Committee deemed it was still suitable but that it be kept under review given the pandemic's potential for continued impact on the homes.

At the balance sheet date, the Trust's free unrestricted reserves before long term liabilities were £12.0million which represents an excess of £5.6million over the £6.4million needed to fulfil the above requirement. Of the £6.4million, £4.9million relates to capital commitments in respect of development works that are already in progress and the other £1.5m is a provision for budgeted operating costs.

On transition to FRS 102, the decision was taken to adopt a 'deemed cost' value at the date of transition for the freehold homes using their value as at 1 April 2014 thus creating a revaluation reserve equivalent to the increased value only of those homes that had risen in value. The balance of this reserve at 31 March 2021 was £10.0million (2020: £10.1million).

The Trust's Senior Management Team actively monitor reserves on behalf of the Board of Trustees and they are responsible for providing quarterly updates on the current situation and highlighting any potential problems that are envisaged.

Greensleeves Homes Trust currently has total reserves of £37.0million of which £686,020 are restricted (2020: £40.3million and £580,614 respectively). These restricted funds are made up by amenity funds raised specifically for our homes' residents' benefit (£601,798 – 2020: £580,614) and unused Covid-19 funding received during the year (£84,222 – 2020: Nil).

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Strategic Report – Financial Review - continued

Investments

The Trustees of Greensleeves Homes Trust wish to ensure the sound and competent management of the Trust's financial assets in order to maximise the monies available to fulfil the charity's core purpose of meeting the needs of current and of future older people. In the light of this, investment of funds is weighted towards capital growth rather than immediate income with the aim of maintaining capital in the long term and making a sustainable and reliable return in line with RPI plus 4% (net of costs).

The Trustees have decided to place investments in a Common Investment Fund (CIF) established and approved by the Charity Commission and regulated by the Financial Services Authority. Day to day investment decisions are delegated to the Investment Manager, who follows the requirements set out below:

- Equity like returns at less than three quarters volatility of the equity markets;
- The Trust does not apply any restrictions on where investments are placed, other than that the CIF cannot be leveraged;
- Liquidity: all funds should be capable of being available in one week.

The Investment Manager produces a report at quarterly intervals, measuring performance over the last five years, using the above benchmark.

The Trustees review this policy and the appropriateness of the CIF and meet the Investment Manager at least every twelve months although this did not happen during the current year due to the pandemic. The policy is also reviewed at any stage if there are any significant changes to the Trust's situation.

The Trust's investments are overseen by Schroder & Co. Limited. In October 2020, Trustees decided that the investments would be more efficiently utilized in furthering the Trust's development activities. This generated proceeds of £1.9m and realised gains of almost £329,000. Offset against this are unrealised gains declared in previous years of £96,000 resulting in total gains declared in the year and as shown in the Statement of Financial Activities of £233,000.

Temporary surplus funds derived from the proceeds of the loan from Retail Charity Bonds Plc are being held on short term deposit pending utilisation on planned development activity.

Going concern

As a result of the impact of Covid-19, in line with similar falls experienced across the sector, occupancy was affected in both the first wave of the pandemic in spring 2020 and more significantly in the second wave in winter 2020/21. Costs also increased following the need for significantly greater usage of personal protection equipment (PPE) and increased staff costs reflecting the provision of enhanced care to our residents and to cover for staff absences during periods of self-isolating and shielding. The additional costs were offset in part by funding received as part of the various Covid-19 grants implemented by the government across the year and through contributions towards the pay of furloughed staff from the Coronavirus Job Retention Scheme.

In light of the above, the year's budget plus medium and long term forecasts were reviewed and revised funding requirements identified. During the year, additional funding was secured following the issuing of a new Greensleeves Homes Trust Retail Charity Bond by Retail Charity Bonds Plc. This raised £15m and will enable the Trust to fund its current development commitments. The facility is for a total £25m so additional funds are available if needed. The need for additional funding was always anticipated but the timing was accelerated by the pandemic.

Following the first wave, occupancy levels improved and by mid-December, phased occupancy had reached 85.9% so we were on target to reach the 90% year-end target assumed in our forecasts. However, following the second wave of the pandemic, by the end of January, occupancy had fallen to 76.5%. Since then, with the advent of the successful vaccine rollout, outbreaks at the homes have remained under control and occupancy has again started to improve. By mid-May, phased occupancy had recovered to 80.9%. We anticipate it will recover further before reaching near pre-Covid-19 levels by March 2022. This is dependent on there being no further waves of the pandemic and associated lockdowns which would restrict our ability to admit residents.

Having reviewed current short, medium and long term forecasts and given that cash reserves are in place to fund current and future development projects, the Trustees believe that Greensleeves Homes Trust does not have any going concern issues.

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Strategic Report - Plans for the Future

Currently the Trust's key strategic goals are:

- **Quality First** – an individual and collective commitment to quality improvement across all that we do will ultimately result in continuous enhancement in the quality of care provided to residents;
- **Sustainable Development** – this approach will ensure the charitable impact of Greensleeves expands in an enduring, viable and affordable manner.

Key Plans

In the coming year, our key plans are:

- To deliver the occupancy improvements required to normalise the operating performance of the organisation after the recent declines caused by Covid-19 and to ensure the safe provision of quality care to our residents in a safe working environment for our staff.
- To reduce the use of agency staff through the introduction of the Quality First Initiative Scheme.
- To continue to work toward all the Trust's homes having a rating of at least Good from the Care Quality Commission.
- To continue to invest in the training and development of our staff to ensure that they can provide appropriate care for both current and future older generations.
- To review the ongoing provision of the Eden Alternative philosophy and potentially explore other care initiatives.
- To fully review the Trust's Risk Register and ensure it reflects the changing landscape the Trust and the care sector as a whole is presented with.
- To further integrate our recently added homes, Clarendon Lodge and Henley House, into the Trust by ensuring the care provision is comparable to the Trust's homes and the financial results are in line with expectations.
- To finalise the sale of Thornbank, our home in Ipswich Suffolk which was reprovisioned during the year.
- To complete the major extension and development works at Mount Ephraim House in Tunbridge Wells.
- To mobilise our new build property, Bucklers Lodge in Crowthorne, Berkshire and integrate it into the Trust.
- To progress pre-construction activity of our new home adjacent to Rye Hospital in Sussex
- To further review development options for Croxley House, our home in Croxley, Hertfordshire.
- To explore further development opportunities including two new homes whose acquisition is currently in the advanced stages.
- To review further funding arrangements to support our ongoing development programme.
- To finalise the review of the Trust's existing software systems and commence implementation of a fully integrated solution.
- To increase the Trust's influence and visibility in the care sector by positively promoting our homes both locally and nationally.

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Strategic Report – Risks and Uncertainties

Our Risk Register is reviewed on a quarterly basis by Trustees and by the Senior Management team. Mitigating actions are taken to minimise the likelihood and impact of all risks. The following are the key risks and uncertainties currently facing the Trust:

- The continued impact of Covid-19 on the operational performance of the organisation. Whilst the future impact of the pandemic cannot be predicted, as we have done so far, we will adapt to the changing risks it presents modifying operations in line with government guidance and best practice.
- Poor operational / care performance results in either Care Quality Commission enforcement action or the Trust fails to open new services effectively, leading to damage to the Trust's reputation and finances. To prevent this, we undertake regular reviews at all homes to ensure standards are being maintained ensuring we are prepared for the formal Care Quality Commission inspection.
- Failure to meet the current regulatory requirements of the Care Quality Commission and the Charity Commission or to identify and comply with any changes in legislation. To avoid this, we are members of the National Care Forum which ensures we are kept informed of all important changes which can then be implemented as required.
- High staff turnover and our ability to recruit staff with sufficient knowledge, skills, expertise or experience to provide good care which could lead to higher use of agency staff and inconsistent care standards. To mitigate this, we aim to be an employer of choice which is reflected by our Investors in People status. We also continually train our staff to ensure the care provision is of high quality.
- Our ability to continue to raise funds to further our sustainable development and, by 2026, to accrue the necessary funds to repay the first loan from Retail Charity Bonds plc. To monitor this, we prepare an annual Long Term Financial Plan which is regularly reviewed and updated to reflect ongoing developments.

Strategic Report – Specific risk in respect of financial instruments

The Trust uses various financial instruments including loans, cash, investments and items such as trade debtors and trade creditors. This leads to various financial risks as summarised below:

- Credit risk – Covid-19 could lead to increased levels of outstanding fees due to residents' ability to sell their properties.
- Liquidity risk / cashflow – Whilst the Trust's bank balance on 31 March 2021 provides more than sufficient liquidity for day-to-day operations and current capital commitments, further waves of the coronavirus pandemic could again impact occupancy and adversely affect cashflow. Whilst a further £10m of funds are available through the new Retail Charity Bond facility issued in December 2020, the public's appetite for investing in the care sector could be affected by continued uncertainty caused by the pandemic. If so, mitigating actions would need to be taken to reduce short term cash outflows.

Strategic Report – Companies Act 2006 s172(1)

The Trustees, both individually and collectively, consider that they have acted in ways that they believe in good faith to be most likely to promote the success of Greensleeves Homes Trust. Decisions made during the year ended 31 March 2021 have been taken for the benefit of both residents and staff. We actively encourage feedback from residents and their relatives through annual satisfaction surveys and regular meetings.

Caring for our residents is fundamental to the success of the Trust and we endeavour to provide exemplary and innovative care to all residents across all of the Trust's homes at all times. We also strive for our homes to actively be part of the community through engagement with other local organisations.

We recognise that staff both at the individual homes and at Head Office are the Trust's most important asset and aim to be a responsible employer in our approach to the pay and benefits our employees receive. The health, safety and well-being of staff and of residents are of the highest importance and ensuring these is one of the primary considerations when making decisions and in operating the Trust.

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Strategic Report – Streamlined Energy and Carbon Reporting

The Streamlined Energy and Carbon Reporting disclosure presents our carbon footprint within the United Kingdom across Scope 1 and Scope 2, an appropriate intensity metric, the total energy use of electricity, gas and transport fuel and an energy efficiency improvements summary.

	Year ended 31 March 2021			Year ended 31 March 2020		
	Consumption kWh	**Emissions tCO2e**	**Intensity Metric ***	Consumption kWh	Emissions tCO2e	Intensity Metric *
Gas and other fuels (Scope 1 – direct emissions)	11,657,628	2,145.22	2.08	11,542,979	2,149.88	2.15
Electricity (Scope 2 – indirect emissions)	3,846,426	896.76	0.87	3,696,415	944.80	0.95
Transport (Scope 1 – direct emissions)	411,784	96.62	0.09	569,036	135.39	0.14
Overall	**15,915,838**	**3,138.60**	**3.04**	15,808,430	3,230.07	3.24

* Intensity metric represents tCO2e per CQC registered space across currently operating homes.

Energy Efficiency Improvements

Greensleeves Homes Trust is committed to year-on-year improvements in operational energy efficiency. As such, a register of energy efficiency measures has been compiled with a view to implementation in the next five years.

Ongoing measures including those undertaken in this year:

Due to the Covid-19 pandemic, it has not been possible to complete the various energy projects planned for the year.

Where possible, throughout the year, we have ensured that lighting replacements undertaken during routine maintenance have been with high efficiency LED lighting. These replacements are helping us achieve the aim of removing inefficient fluorescent lighting throughout our portfolio of homes.

We are pleased to note the reduction in the Intensity Metrics shown above.

Measures for the future:

- In the coming year, we will be setting up a Sustainability Working Group to review current policies and procedures to ensure energy efficiency and sustainability is prioritised in the future.
- As part of the review, a focus is being placed on the implementation of ongoing staff training as a low cost, high impact measure to improve energy efficiency at the Trust.

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Structure, Governance and Management

Greensleeves Homes Trust is a company limited by guarantee and a registered charity. Its governing instrument is its Memorandum and Articles of Association.

The Trustees

At the time of signing these accounts, the Board of Trustees comprised twelve members who are responsible for the overall policy, direction and strategy of the Trust and for the oversight of its financial affairs. All attend Trustees' meetings, held throughout the year, at which the important matters affecting the Trust are discussed and decisions made.

Trustees are usually recruited with the support of an external agency specialising in non-executive recruitment. In recruiting new Trustees or by advertising in appropriate press, the aim is to attract appropriate people who will complement the skill set of the existing Board and fill any identified skills gaps. Potential new Trustees are interviewed by the Nominations Committee or a panel of board members. Any suitable candidates are then recommended to the Board for appointment.

As part of their induction, all Trustees are issued with relevant key documentation including the Memorandum and Articles of Association, current annual budget and business plans, as well as information about regulatory requirements in the care and charity sectors. They also meet with the Chief Executive to discuss current strategy and future aims and objectives, as well as identifying any specific, additional training or induction needs. Going forward, Trustees are kept informed of any developments within the Trust and in legislation affecting the Trust by the Chief Executive and in board papers.

The current Trustees come from a wide range of backgrounds and provide the Trust with a high calibre of expertise and advice that complements support from our external advisers.

Finance & Audit Committee

The Finance & Audit Committee comprises seven Trustees and has responsibility for providing the Board with assurance on the adequacy of all systems, controls, processes and risk management that may have an impact on the Trust's ability to meet its objectives and to ensure that its financial resources are being deployed appropriately in furtherance of its objectives.

Property Committee

The Property Committee comprises five Trustees and is responsible for providing the Board, the Chief Executive and Senior Management Team with advice on property related issues, consistent with the Trust's objectives. In particular, it advises on development activity both within the existing portfolio and by evaluating new opportunities.

Remuneration Committee

The Remuneration Committee comprises four Trustees and is responsible for advising the Board and Chief Executive on pay and reward throughout the Trust, with a particular focus on the pay of senior staff, on any reward and incentive scheme and on pension issues.

Care & Quality Improvement Committee

The Care & Quality Improvement Committee comprises four Trustees and is responsible for the clinical governance and risk management of resident safety and experience, quality standards and compliance, and service development / innovation.

Nominations Committee

The Nominations Committee meets as required and is responsible for effective succession planning for senior roles in the Trust such as the Chairman, Vice Chairman, Chairman of any standing committee, Trustees and the Chief Executive.

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Structure, Governance and Management - Continued

Health and Safety

Greensleeves Homes Trust believes that it is our responsibility to provide a safe environment for staff, residents and guests to ensure that no one should come to any harm within any of our care homes. The responsibility for ensuring the safety and wellbeing of all is shared by everyone within the Trust and as such all staff are provided with relevant training, equipment and resources to achieve this goal. We have also taken the added steps of employing a dedicated Health and Safety Manager who will coordinate the management of health and safety across the Trust and provide support and guidance to all staff, residents and locations.

We continue to develop our Health and Safety Compliance processes which are ultimately overseen by the Board of Trustees with input and support from the Health and Safety Consultative Committee, the Senior Management Team, the newly appointed Health and Safety Manager and Care Home Managers. New systems, policies, procedures and protocols have been put in place to manage all aspects of health and safety across the homes including the provision of training, use and maintenance of equipment and resources as well as the management of accidents, incidents and near misses. We have also strengthened our management of contractors across all of our homes and extended our suite of risk management plans.

We continue to review and update our Health and Safety Policy to ensure that we remain compliant with all legislation and regulations as well as ensuring best practice is maintained across the trust. Workshops have been held with all Care Home Managers to roll out the updated Policy, procedures and protocols and one on one support is being provided to managers to then roll this out to their home staff.

During 2020/2021 we also had to manage the impact Covid-19 had on our services, residents and staff and focused on both the physical safety and wellbeing of every one at Greensleeves as well as mental health and wellbeing. New processes of monitoring, reporting and recording and support were all put in place across all sites within the Trust and additional training and support has been offered via the Health and Safety Team, Quality Team, Training team and Human Resources.

During the year, we submitted seven RIDDOR reports to the Health and Safety Executive in respect of minor issues. The incidents occurred across six different homes with incidents involving both staff and residents. Where appropriate, actions were taken to mitigate the potential for reoccurrence. No action was taken by the Health and Safety Executive on any of the RIDDOR's submitted.

Health and Safety remains a priority of Greensleeves Homes Trust and over the coming twelve months we will continue to manage and develop our practice to ensure that we are meeting the best practice industry standards and that the safety of all of our staff, residents and visitors is maintained at all times.

Risk Assessment

Identifying possible areas of risk that could affect the Trust is taken very seriously. We have an active Risk Register, covering the business, operational and financial areas of the Trust, and it is regularly reviewed in detail by appropriate members of the Senior Management Team. The Team, which comprises senior members of Head Office staff, meet on a quarterly basis to discuss all existing risks and to identify any new ones. The Register is updated accordingly before it is subsequently considered by the Finance & Audit Committee. Its review also forms part of the agenda of the Trust's other committees as appropriate. A summary is then presented to the full Board of Trustees at their quarterly meeting. The Senior Management Team carries out a variety of internal reviews on a regular basis to ensure that any potential problems are identified and tackled as soon as possible.

While the internal reviews continue a full review of the structure and content of the risk register is being completed with a view to updating it to represent a growing Trust.

In the meantime these internal reviews include:

- monthly visits to the homes by Head Office staff that cover all aspects of the day to day running of each home including reviewing the areas of care, HR and health & safety.
- informal visits from the Senior Management Team who meet with the Home Manager and speak to staff, residents and relatives at the home.

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Structure, Governance and Management - Continued

- periodic inspections of each home's financial records by the Trust's Finance Team to ensure that everything is in order and that there is no potential misappropriation of the Trust's funds;
- continued training of staff to ensure that they have the relevant skills and knowledge to meet the needs of the Trust.

In addition, we employ external providers who complete care, health and safety and financial audits thus giving additional reassurance although this has not always been possible during the pandemic.

Management and Staffing

In the year ended 31 March 2020, to support the delivery of the Trust's Strategic Plan and to cater for the continued growth of the Trust, the Trustees agreed to introduce a number of new posts and new ways of working to ensure the correct resources and capabilities required to deliver the plan were in place. As a result, three new operating divisions were created, each led by a new Divisional Director reporting directly to the Chief Executive. Each of the divisions has its own dedicated support and advisory team covering HR, Property and Learning & Development/Training which is overseen by a Divisional Support Manager.

Trustees delegate the day-to-day running of the Charity to a full-time Chief Executive, who is supported by a Senior Management Team which is formed of the three Divisional Directors plus the Chief Financial Officer, the Director of Quality and Compliance and the Director of Business Development. Among their many responsibilities are the development and strengthening of the services provided within the framework set by the Trustees, ensuring staff are recruited who understand the Trust's values and the regulatory requirements in the care sector, and optimising the use of the Trust's assets. In addition, they provide strategic and operational leadership ensuring that regulatory requirements are met, agreed standards of service are maintained within budget and new sustainable income streams and development opportunities are identified.

Other key members of Head Office staff also assist with day-to-day operations and are involved in forward planning and the focus of the Trust.

Throughout the year, the home managers normally attend a variety of seminars and Trust-wide training events to ensure that they are kept informed of any care, HR, financial, property and health and safety issues. External speakers are invited to attend the events to share their knowledge and experience. Due to the coronavirus pandemic, this year, these seminars were not possible and instead frequent updates particularly around Covid-19 protocols were disseminated electronically.

The Trust has a formal Remuneration Policy which is regularly reviewed. The Policy helps ensure we reward, motivate and retain staff with a particular focus on ensuring our staff members maintain high standards of care for our residents. We are committed to ensuring a proper balance between paying our staff fairly so we attract and retain the best people for the job whilst carefully managing our financial net income. The Board of Trustees make the final decision on any staff-wide pay increases as part of the annual budget-setting process.

The pay of senior staff is independently reviewed and benchmarked against other similar care providers annually. Following a competitive tender, in 2019/20, the Remuneration Committee appointed reward specialists, PayData Limited, to review the Trust's approach to reward and benefits. As a result, this year, some changes were made to the pay and benefits of a small number of posts. The Remuneration Committee determine the final level of increase giving specific consideration to Executive pay namely, the Chief Executive, the Chief Financial Officer, the Director of Quality and Compliance, the Director of Business Development and Divisional Director posts. In setting the salary for these roles the Trust will take into consideration market data and the future growth plans for Greensleeves Homes Trust.

The Trustees would like to take this opportunity to thank all staff for their contribution during the year.

Disabled Persons

We are committed to encouraging diversity amongst our workforce and seek to make reasonable adjustments to ensure our premises and working conditions meet the needs of staff members and job applicants that are disabled. All staff are afforded the same opportunities.

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Structure, Governance and Management - Continued

Employee involvement

The Trust has established work practices in place that enable effective communication and engagement with staff, for example the quarterly staff newsletter and the staff engagement survey. Staff meetings are held at all homes on a regular basis which give employees the opportunity to discuss any issues and make suggestions on how their home operates.

Volunteers

Greensleeves Homes Trust and its residents are fortunate to benefit from a multitude of volunteers who support our homes. These volunteers give their time freely to help us in a number of ways including assisting with activities, facilitating fundraising events or simply providing friendly conversation and companionship to residents. The Trustees are extremely grateful to all those volunteers who support us in delivering a valued and important service and making such a positive contribution to the lives of not only our residents but our staff as well.

Subsidiary undertakings

The Trust has a long-standing subsidiary, Greensleeves Developments Limited. It is currently dormant but is being kept in existence in case a trading subsidiary is required for any future activities. Details can be found in note 5 of the notes to these financial statements.

As part of the purchase of Whitegates in Westfield, East Sussex, the Trust acquired the Whitegates Group of companies (Whitegates Investments Limited and Whitegates Retirement Home Limited) in July 2018. All operations were transferred across to the Trust soon after and the process of liquidating the two companies is currently in the final stages.

Fundraising

Part of the Trust's income is from donations and fundraising. The donations are generally unsolicited and are received from the families of residents after they have left the home. Fundraising income is generated by events held at homes, for example, raffles, summer fayres, firework displays or Christmas parties. These can be ticketed events at which donated goods might be sold to raise funds. Any monies raised are used for general amenity purposes or for larger purchases such as a new minibus and, in both cases, for the residents' use. These events are organised in house by our own staff, sometimes with the assistance of local volunteers. We have strict controls around fundraising and ensure that any cash is handled by two or more people. Participation in any fundraising is voluntary and we do not unduly pressure people into giving money or other donations.

Reports to the Charity Commission

During the year, we notified the Charity Commission of an incident that might have affected the Trust's public reputation. This was following an event between two residents at one of the homes. Following a full investigation and a lessons learned exercise, all formal proceedings with Health & Safety, the local authority and the Care Quality Commission have been now closed.

The Report of the Board of Trustees and the Strategic Report are formally approved by the Trustees. They also approve the Strategic Report in their capacity as company directors.

By Order of the Trustees

Chris Shaw

Mr C Shaw - Trustee of Greensleeves Homes Trust
29 July 2021

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GREENSLEEVES HOMES TRUST
STATEMENT OF TRUSTEES' RESPONSIBILITIES
YEAR ENDED 31 MARCH 2021

The trustees (who are also directors of Greensleeves Homes Trust for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under that law the trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law), including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP (FRS 102);
- make judgments and accounting estimates that are consistent;
- **s**tate whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable group will continue in business.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees confirm that:

- so far as each trustee is aware, there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all the steps that they ought to have taken as trustees in order to make themselves aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Qualifying third party indemnity provisions

The company has granted an indemnity to all of its trustees (who are also the directors of the charitable company for the purposes of company law) against liability in respect of proceedings brought by third parties, subject to the conditions set out in the Companies Act 2006. Such qualifying third party indemnity provisions remains in force as at the date of approving the Report of the Board of Trustees.

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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF GREENSLEEVES HOMES TRUST

Opinion

We have audited the financial statements of Greensleeves Homes Trust (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2021, which comprise the Group Charitable Company Statement of Financial Activities (incorporating the Group Charitable Company Summary Income and Expenditure Account), the Group and Parent Charitable Company Balance Sheets, the Group Charitable Company Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102; The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).
In our opinion, the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 March 2021 and of the group's incoming resources and application of resources, including the group's income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We have been appointed as auditor under the Companies Act 2006 and report in accordance with regulations made under that Act. We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the 'Auditor's responsibilities for the audit of the financial statements' section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We are responsible for concluding on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group's and the parent charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify the auditor's opinion. Our conclusions are based on the audit evidence obtained up to the date of our report. However, future events or conditions may cause the group or parent charitable company to cease to continue as a going concern.

In our evaluation of the trustees' conclusions, we considered the inherent risks associated with the group's and parent charitable company's business model including effects arising from macro-economic uncertainties such as Brexit and Covid-19, we assessed and challenged the reasonableness of estimates made by the trustees and the related disclosures and analysed how those risks might affect the group's and parent charitable company's financial resources or ability to continue operations over the going concern period.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's and parent charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.
The responsibilities of the trustees with respect to going concern are described in the 'Responsibilities of trustees for the financial statements' section of this report.

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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF GREENSLEEVES HOMES TRUST

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Report of the Board of Trustees and Statement of Trustees' Responsibilities, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Strategic Report and the Directors' report, prepared for the purposes of company law, included in the Report of the Board of Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Strategic Report and the Directors' Report included in the Report of the Board of Trustees have been prepared in accordance with applicable legal requirements.

Matter on which we are required to report under the Companies Act 2006

In the light of the knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report or the Directors' Report included in the Report of the Board of Trustees.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent charitable company, or
- returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees for the financial statements

As explained more fully in the Trustees' Responsibilities Statement set out on page 20, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group and the parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or parent charitable company or to cease operations, or have no realistic alternative but to do so.

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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF GREENSLEEVES HOMES TRUST

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. Owing to the inherent limitations of an audit, there is an unavoidable risk that material misstatements in the financial statements may not be detected, even though the audit is properly planned and performed in accordance with the ISAs (UK).

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- We obtained an understanding of the legal and regulatory frameworks that are applicable to the group through our general not for profit and charity sector experience and discussions with management. We determined that the following laws and regulations were most significant: Charities SORP 2019, FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland', Charities Act 2011, Companies Act 2006, Data Protection Act 2018 and Care Standards Act 2000.

- We enquired of management concerning the group's policies and procedures relating to:

  - the identification, evaluation and compliance with laws and regulations;
  - the detection and response to the risks of fraud; and
  - the establishment of internal controls to mitigate risks related to fraud or non-compliance with laws and regulations.

- We enquired of management and the audit committee, whether they were aware of any instances of non-compliance with laws and regulations or whether they had any knowledge of actual, suspected or alleged fraud.

- We assessed the susceptibility of the group's financial statements to material misstatement, including how fraud might occur, by evaluating management's incentives and opportunities for manipulation of the financial statements. This included the evaluation of the risk of management override of controls. We determined that the principal risks were in relation to:

  - journal entries that increased revenues or that reclassified costs from the income statement to the balance sheet
  - potential management bias in determining accounting estimates

- Our audit procedures involved:

  - identifying and assessing the design effectiveness of controls management has in place to prevent and detect fraud;
  - challenging assumptions and judgements made by management in its significant accounting estimates;
  - identifying and testing journal entries, in particular manual journal entries;

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- In addition, we completed audit procedures to conclude on the compliance of disclosures in the annual report and accounts with applicable financial reporting requirements.

- These audit procedures were designed to provide reasonable assurance that the financial statements were free from fraud or error. However, detecting irregularities that result from fraud is inherently more difficult than detecting those that result from error, as those irregularities that result from fraud may involve collusion, deliberate concealment, forgery or intentional misrepresentations. Also, the further removed non-compliance with laws and regulations is from events and transactions reflected in the financial statements, the less likely we would become aware of it.

- Assessment of the appropriateness of the collective competence and capabilities of the engagement team included consideration of the engagement team's:

  - understanding of, and practical experience with audit engagements of a similar nature and complexity through appropriate training and participation
  - knowledge of the industry in which the client operates
  - understanding of the legal and regulatory requirements specific to the entity/regulated entity including:

    - the provisions of the applicable legislation
    - the regulators rules and related guidance, including guidance issued by relevant authorities that interprets those rules

- The team communications in respect of potential non-compliance with laws and regulations and fraud included the potential for fraud in revenue recognition, improper use of charitable funds and serious incident reports submitted to the Charity Commission in the period; and

- In assessing the potential risks of material misstatement, we obtained an understanding of:

  - the charity's operations, including the nature of its revenue sources, products and services and of its objectives and strategies to understand the classes of transactions, account balances, expected financial statement disclosures and business risks that may result in risks of material misstatement.
  - the charity's control environment, including the policies and procedures implemented to comply with the requirements of its regulator, including the adequacy of the training to inform staff of the relevant legislation, rules and other regulations of the regulator, the adequacy of procedures for authorisation of transactions, internal review procedures over the entity's compliance with regulatory requirements and procedures to ensure that possible breaches of requirements are appropriately investigated and reported.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Grant Thornton UK LLP

William Devitt BSc FCA DChA
Senior Statutory Auditor
for and on behalf of Grant Thornton UK LLP
Statutory Auditor, Chartered Accountants
Milton Keynes
Date: 17/8/2021

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GREENSLEEVES HOMES TRUST

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)
YEAR ENDED 31 MARCH 2021

	Notes	Unrestricted Funds 2021 £	Restricted Funds 2021 £	Total 2021 £	Unrestricted Funds 2020 £	Restricted Funds 2020 £	Total 2020 £
INCOME FROM							
Charitable activities							
Residents' care fees		**44,179,468**	**-**	**44,179,468**	43,008,747	-	43,008,747
Residents' sundries		**248,000**	**-**	**248,000**	322,125	-	322,125
Covid-19 funding		**318,054**	**2,392,929**	**2,710,983**	-	-	-
Rental income		**408,303**	**-**	**408,303**	404,228	-	404,228
Raising funds							
Donations and fundraising		**9,716**	**94,518**	**104,234**	2,299	517,436	519,735
Investments	2	**50,611**	**-**	**50,611**	174,438	-	174,438
Other							
Miscellaneous income		**8,900**	**-**	**8,900**	17,036	-	17,036
Surplus from sale of fixed assets		**154,295**	**-**	**154,295**	9,721,433	-	9,721,433
TOTAL		**45,377,347**	**2,487,447**	**47,864,794**	53,650,306	517,436	54,167,742
EXPENDITURE ON							
Charitable activities							
Residents' care costs	3	**45,899,753**	**2,279,804**	**48,179,557**	43,745,055	44,894	43,789,949
Head Office costs	3	**2,894,300**	**20,412**	**2,914,712**	2,917,987	-	2,917,987
Rental costs	3	**175,747**	**-**	**175,747**	193,883	-	193,883
Raising funds							
Investment manager fees	3	**3,271**	**-**	**3,271**	4,333	-	4,333
Cost of raising finance	3	**137,159**	**-**	**137,159**	130,902	-	130,902
TOTAL	3	**49,110,230**	**2,300,216**	**51,410,446**	46,992,160	44,894	47,037,054
INVESTMENT GAINS / (LOSSES)	9	**233,039**	**-**	**233,039**	(202,828)	-	(202,828)
NET (LOSS) / INCOME		**(3,499,844)**	**187,231**	**(3,312,613)**	6,455,318	472,542	6,927,860
Transfer between funds	12	**81,825**	**(81,825)**	-	34,167	(34,167)	-
NET MOVEMENT IN FUNDS		**(3,418,019)**	**105,406**	**(3,312,613)**	6,489,485	438,375	6,927,860
FUNDS AT 1 APRIL 2020	12	**39,768,562**	**580,614**	**40,349,176**	33,279,077	142,239	33,421,316
FUNDS AT 31 MARCH 2021	12	**36,350,543**	**686,020**	**37,036,563**	39,768,562	580,614	40,349,176

All of the above results are derived from continuing activities.

The parent company has elected not to present its unconsolidated SOFA under section 408 of the Companies Act 2006.

The notes on pages 28 to 43 form part of these financial statements.

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GREENSLEEVES HOMES TRUST
CONDOLIDATED AND CHARITY BALANCE SHEETS
31 MARCH 2021

	Notes	Group 2021 £	Group 2020 £	Charity 2021 £	Charity 2020 £
FIXED ASSETS					
Tangible assets	7	**88,685,637**	77,920,771	**88,685,637**	77,920,771
Investments	9	-	1,631,771	-	1,631,771
Investment in Subsidiaries	5	-	-	**104**	104
		88,685,637	79,552,542	**88,685,741**	79,552,646
CURRENT ASSETS					
Debtors	8	**3,069,631**	2,868,693	**3,069,527**	2,868,589
Bank and cash balances		**14,257,684**	13,609,606	**14,257,632**	13,609,554
		17,327,315	16,478,299	**17,327,159**	16,478,143
CURRENT LIABILITIES					
Amounts falling due within one year	10	**(4,642,387)**	(6,103,203)	**(4,642,391)**	(6,103,207)
NET CURRENT ASSETS		**12,684,928**	10,375,096	**12,684,768**	10,374,936
TOTAL ASSETS LESS CURRENT LIABILITIES		**101,370,565**	89,927,638	**101,370,509**	89,927,582
CREDITORS					
Amounts falling due after more than one year	10	**(64,334,002)**	(49,578,462)	**(64,334,002)**	(49,578,462)
NET ASSETS		**37,036,563**	40,349,176	**37,036,507**	40,349,120
UNRESTRICTED FUNDS					
General funds	12	**26,309,549**	29,622,635	**26,309,493**	29,622,579
Revaluation reserve	12	**10,040,994**	10,145,927	**10,040,994**	10,145,927
	12	**36,350,543**	39,768,562	**36,350,487**	39,768,506
RESTRICTED FUNDS	12	**686,020**	580,614	**686,020**	580,614
TOTAL FUNDS	13	**37,036,563**	40,349,176	**37,036,507**	40,349,120

The Charity's Net Loss for the year was £3,312,613.

Approved by the Board of Trustees and authorised for issue on 29 July 2021 and signed on their behalf by:

Chris Shaw
.....
Mr C Shaw – Trustee of Greensleeves Homes Trust

The notes on pages 28 to 43 form part of these financial statements.

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GREENSLEEVES HOMES TRUST
CONSOLIDATED CASH FLOW STATEMENT
31 MARCH 2021

	Notes	2021 £	2021 £	2020 £	2020 £
Cash flows from operating activities			**(2,422,111)**		214,099
Cash flows from investing activities					
Dividends received	**2**	**37,354**		72,938	
Interest received	**2**	**13,257**		101,500	
			50,611		174,438
Purchases of tangible assets	**7**	**(13,763,474)**		(17,284,474)	
Sale of tangible assets	**7**	**162,702**		9,721,433	
Purchases of investments	**9**	**(37,344)**		(73,232)	
Sales of investments	**9**	**1,902,154**		4,333	
			(11,735,962)		(7,631,940)
Net cash used in investing activities			**(11,685,351)**		(7,457,502)
Cash flows from financing activities					
New loan facilities	**10**	**15,000,000**		14,000,000	
Capitalisation of costs	**10**	**(324,066)**		(50,105)	
Amortisation of capitalised costs	**10**	**79,606**		68,913	
Net cash provided by financing activities			**14,755,540**		14,018,808
Change in cash and cash equivalents in the reporting period			**648,078**		6,775,405
Cash and cash equivalents at beginning of reporting period			**13,609,606**		6,834,201
Cash and cash equivalents at end of reporting period			**14,257,684**		13,609,606
Reconciliation of net income to net cash flow from operating activities					
Net (loss) / income for the reporting period			**(3,312,613)**		6,927,860
(Increase) in debtors			**(200,938)**		(586,399)
(Decrease) / Increase in creditors			**(1,460,816)**		1,190,175
Depreciation	**7**		**2,990,184**		2,375,464
Dividends & interest from investments	**2**		**(50,611)**		(174,438)
Net (gains) / losses on investments	**9**		**(233,039)**		202,828
Gains on fixed asset disposals	**7**		**(154,295)**		(9,721,433)
Write off of tangible assets	**7**		**17**		42
Net cash provided by operating activities			**(2,422,111)**		214,099

Analysis of cash and cash equivalents

	Cash at 31 March 2021	Cash at 31 March 2020
Cash at bank	**14,257,684**	13,609,606

The notes on pages 28 to 43 form part of these financial statements.

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GREENSLEEVES HOMES TRUST
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
31 MARCH 2021

1 ACCOUNTING POLICIES

(a) Basis of accounting

Greensleeves Homes Trust is a Company limited by Guarantee and is incorporated in England and Wales. It is also a Charity that constitutes a public benefit entity as defined by FRS 102.

The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value. They are in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019 – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic or Ireland (FRS 102) and the Companies Act 2006.

The currency used in the financial statements is Pound Sterling.

(b) Judgements in applying accounting policies and key sources of estimation uncertainty

Preparation of the financial statements requires the Trustees to make judgements, estimates and assumptions concerning the future. The areas of the financial statements that are subject to these judgements are as follows:

- Care home debtors: An allowance for bad and doubtful debts is maintained in respect of estimated losses resulting from the inability of the Charity's debtors to settle amounts due.
- Fixed asset valuation: On transition to FRS 102, the decision was taken to adopt a 'deemed cost' value for the freehold homes so as to give a truer indication of their value. A professional valuation was therefore undertaken as at 1 April 2014; being the transition date, and the carrying value of all homes held at that date is based on this valuation less provision for depreciation and impairment subsequently charged. Additions are stated at cost less depreciation. The existence of impairment indicators is considered by the Trustees at each reporting date, as is the continuing appropriateness of the depreciation policy.
- Loan measurement: Future payments have been estimated in respect of the loan in computing the effective interest rate at inception, with a periodic re-assessment being undertaken of the effective rate as a floating rate instrument based on actual outcomes during the loan term.

(c) Income recognition

Residents' care fees, rental income and donations are recognised when the Charity has entitlement to the amounts due and their receipt is probable. It is accounted for on a receivable basis.

Income from investments or bank interest is included when receivable and the amount can be measured reliably by the Charity; this is normally on notification by our investment advisor or by the bank.

Grants are included in the Statement of Financial Activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance Sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued. Grant income is included gross within the Statement of Financial Activities and not netted against the associated expenditure.

Investment income, including bank interest, is stated gross as it is paid without deduction of tax.

(d) Expenditure recognition

Expenditure is recognised once there is a legal or constructive obligation to make a payment where it can be reliably measured and it is probable settlement will be required.

Expenditure is allocated to the particular activity where it directly relates to that activity. Any that is not directly attributable to one activity is allocated as appropriate.

Expenditure on raising funds comprise the fees paid to the manager of our investment portfolio and the amortisation of initial costs incurred in respect of the loans from Retail Charity Bonds Plc.

Rental costs are in respect of a small number of rental properties owned by the Trust.

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1 ACCOUNTING POLICIES - continued

(e) Fixed assets

Fixed assets are stated at cost (or, in the case of some freehold property, deemed cost) less accumulated depreciation. Cost includes the original purchase price and any associated costs directly attributable to bringing the asset to its working condition for its intended use.

As this is the basis on which such properties are bought and sold, the cost or deemed cost of each home is valued by reference to the profits method based on an assessment of its fair maintainable trade and adjusted for size, location and other material factors. Each home's cost is split into a land value and a building value. The cost or deemed cost of each home's building value is further split into two elements:

- 'Core' which includes foundations, walls, stairs, roof structure, site works, drainage and external services and has a longer life.
- 'Renewables' which includes windows, roof coverings, bathrooms, kitchens, lifts and mechanical and electrical services and have a shorter life.

Each home has been assessed for its remaining useful life and is depreciated accordingly.

Land is not depreciated. Depreciation and amortisation of other fixed assets is provided on a straight line basis to write off the cost over the estimated useful lives of the assets:

Freehold property – Core	-	over the lower of 50 years or the estimated remaining useful life of the home
Freehold property – Renewables	-	over the lower of 20 years or the estimated remaining useful life of the home
Long-term leasehold property	-	over the period of the specific lease
Computer equipment	-	over three years
Furniture and equipment	-	over five years
Motor vehicles	-	over four years

Fixed assets include amounts in respect of significant development contracts' valuation certificates received immediately after the year end on the assumption that the work thereon would have occurred prior to the year end.

Where a development at one of our homes is being funded by way of bank finance, any loan interest and associated charges that are attributable to the period during which the works are being undertaken are capitalised as part of the project's cost.

A review for impairment of a fixed asset is carried out at each reporting date to determine if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. If there is an indication of possible impairment, the recoverable amount of any affected asset is estimated and compared with the carrying amount. If the estimated recoverable amount is lower, the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the statement of financial activities.

Depreciation is charged from when an asset is available for use.

(f) Investments

Investments in subsidiaries are measured at cost less accumulated impairment.

Investments in listed funds and company shares are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the quoted market price. The statement of financial activities includes the net gains and losses arising on revaluations and disposals throughout the year.

The Charity does not acquire put options, derivatives or other complex financial instruments.

The main form of financial risk faced by the Charity is that of volatility in equity markets and investment markets due to wider economic conditions, the attitude of investors to investment risk, and changes in sentiment concerning equities and within particular sectors or sub sectors.

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1 ACCOUNTING POLICIES - continued

(g) Debtors and prepayments

Trade and other debtors are recognised at the amount due on the day that they arise. Prepayments are amounts paid in advance and are stated at the actual amount that has been prepaid.

(h) Bank and cash equivalents

Bank and cash equivalents consist of monies held in current accounts and cash monies held at the Charity's homes and head office. They include monies in respect of both restricted and unrestricted funds.

(i) Creditors and accruals

Creditors and accruals are recognised when the Charity has an obligation to make a payment to a third party. Capital repayments due on long-term loans are stated at today's value and are split into instalments due within the next twelve months or due after more than twelve months. Residents' deposits are amounts collected from residents on admission and are repayable on departure. They are classified as short term liabilities.

(j) Operating leases

Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the statement of financial activities on a straight line basis over the term of the lease.

(k) Funds

General funds are unrestricted funds held for the general objects of the Trust's work. Restricted funds are funds used for specific purposes as laid down by the donor. Expenditure which meets this criterion is identified to the specific fund.

(l) Financial instruments

The Charity only enters into basic financial instruments transactions that result in the recognition of financial assets and liabilities like trade and other debtors and creditors, loans from banks and other third parties and investments in non-puttable ordinary shares.

Debt instruments (other than those wholly repayable or receivable within one year), including loans and other accounts receivable and payable, are initially measured at present value of the future cash flows and subsequently at amortised cost using the effective interest method. Debt instruments that are payable or receivable within one year, typically trade debtors and creditors, are measured, initially and subsequently, at the undiscounted amount of the cash or other consideration expected to be paid or received. However, if the arrangements of a short-term instrument constitute a financing transaction, like the payment of a trade debt deferred beyond normal business terms or financed at a rate of interest that is not a market rate or in case of an out-right short-term loan not at market rate, the financial asset or liability is measured, initially, at the present value of the future cash flow discounted at a market rate of interest for a similar debt instrument and subsequently at amortised cost.

Financial assets that are measured at cost and amortised cost are assessed at the end of each reporting period for objective evidence of impairment. If objective evidence of impairment is found, an impairment loss is recognised in the statement of financial activities.

For financial assets measured at amortised cost, the impairment loss is measured as the difference between an asset's carrying amount and the present value of estimated cash flows discounted at the asset's original effective interest rate. If a financial asset has a variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate determined under the contract.

For financial assets measured at cost less impairment, the impairment loss is measured as the difference between an asset's carrying amount and best estimate of the recoverable amount, which is an approximation of the amount that the charity would receive for the asset if it were to be sold at the reporting date.

Financial assets and liabilities are offset and the net amount reported in the balance sheet when there is an enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

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1 ACCOUNTING POLICIES - continued

(m) Going concern

As a result of the impact of Covid-19, in line with similar falls experienced across the sector, occupancy was affected in both the first wave of the pandemic in spring 2020 and more significantly in the second wave in winter 2020/21. Costs also increased following the need for significantly greater usage of personal protection equipment (PPE) and increased staff costs reflecting the provision of enhanced care to our residents and to cover for staff absences during periods of self-isolating and shielding. The additional costs were offset in part by funding received as part of the various Covid-19 grants implemented by the government across the year and through contributions towards the pay of furloughed staff from the Coronavirus Job Retention Scheme.

In light of the above, the year's budget plus medium and long term forecasts were reviewed and revised funding requirements identified. During the year, additional funding was secured following the issuing of a new Greensleeves Homes Trust Retail Charity Bond by Retail Charity Bonds Plc. This raised £15m and will enable the Trust to fund its current development commitments. The facility is for a total £25m so additional funds are available if needed. The need for additional funding was always anticipated but the timing was accelerated by the pandemic.

Following the first wave, occupancy levels improved and by mid-December, phased occupancy had reached 85.9% so we were on target to reach the 90% year-end target assumed in our forecasts. However, following the second wave of the pandemic, by the end of January, occupancy had fallen to 76.5%. Since then, with the advent of the successful vaccine rollout, outbreaks at the homes have remained under control and occupancy has again started to improve. By mid-May, phased occupancy had recovered to 80.9%. We anticipate it will recover further before reaching near pre-Covid-19 levels by March 2022. This is dependent on there being no further waves of the pandemic and associated lockdowns which would restrict our ability to admit residents.

Having reviewed current short, medium and long term forecasts and given that cash reserves are in place to fund current and future development projects, the Trustees believe that Greensleeves Homes Trust does not have any going concern issues.

(n) Pension

The Trust operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the Trust in an independently administered Scheme. The contributions are recognised as an expense when they are due. Amounts not paid are shown in accruals in the balance sheet.

(o) Basis of consolidation

The Group financial statements consolidate the financial statements of the Company and its subsidiary undertakings drawn up to 31 March each year. The results of subsidiaries acquired or sold are consolidated for the periods from or to the date on which control passed. Business combinations are accounted for under the purchase method. Where necessary, adjustments are made to the financial statements of subsidiaries to bring the accounting policies used into line with those used by the Group. All intra-group transactions, balances, income and expenses are eliminated on consolidation.

2 INVESTMENT INCOME

	2021	2020
	£	£
Dividends	**37,354**	72,938
Bank interest	**13,257**	101,500
	50,611	174,438

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3 EXPENDITURE

(a) Analysis of expenditure

	Staff costs (note 4) £	Other care costs (note 3b) £	Other Support costs (note 3c) £	Governance costs (note 3d) £	Total 2021 £	Total 2020 £
Unrestricted funds						
Charitable activities						
Residents' care costs	**30,730,202**	**15,169,551**	-	-	**45,899,753**	43,745,055
Head Office costs	**875,073**	-	**1,868,636**	**150,591**	**2,894,300**	2,917,987
Rental costs	**23,958**	-	**151,789**	-	**175,747**	193,883
Raising funds						
Investment manager fees	-	-	**3,271**	-	**3,271**	4,333
Cost of raising finance	-	-	**137,159**	-	**137,159**	130,902
	31,629,233	**15,169,551**	**2,160,855**	**150,591**	**49,110,230**	46,992,160
Restricted funds						
Charitable activities						
Residents' care costs	**1,634,972**	**644,832**	-	-	**2,279,804**	44,894
Head Office costs	**20,412**	-	-	-	**20,412**	-
	1,655,384	**644,832**	-	-	**2,300,216**	44,894
Total expenditure	**33,284,617**	**15,814,383**	**2,160,855**	**150,591**	**51,410,446**	47,037,054

(b) Analysis of other care costs

	2021 £	2020 £
Charitable activities		
Food	**1,883,646**	1,994,202
Medical costs	**1,577,003**	162,958
Activities	**386,493**	551,875
Care Quality Commission fees	**162,416**	152,444
Maintenance	**1,905,085**	1,963,212
Cleaning and housekeeping	**956,110**	872,781
Insurance	**239,354**	230,627
Utilities costs	**961,056**	1,140,762
Administration costs	**326,242**	364,530
Loan interest and charges	**2,340,818**	1,996,901
Leasehold rents	**2,165,185**	1,623,040
Depreciation	**2,910,975**	2,295,992
	15,814,383	13,349,324

Medical costs plus cleaning and housekeeping costs have increased during the year as a result of the pandemic. This is due to the routine use of personal protective equipment (PPE) and more intensive cleaning protocols including full home sanitisation after Covid-19 outbreaks.

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3 EXPENDITURE - continued

(c) Analysis of head office support costs

	2021 £	2020 £
Professional fees in respect of development plans	**109,148**	101,337
HR, health & safety, energy consultancy plus other professional fees	**311,040**	498,088
Trust-wide computer services	**602,442**	600,075
Head office running costs	**768,044**	619,270
Depreciation	**77,962**	77,962
	1,868,636	1,896,732

(d) Analysis of governance costs

	2021 £	2020 £
Legal and professional fees	**73,156**	67,788
Audit fees for current year	**53,760**	41,100
Audit fees in respect of previous year	**7,391**	1,369
Auditor's charges re Corporation Tax Returns	**6,559**	3,120
Auditor's charges re Service Charge Accounts	**7,500**	-
Internal auditor fees	**780**	22,622
Trustees' expenses	**40**	3,218
Trustee recruitment	**1,405**	-
	150,591	139,217

The amounts shown above for Auditor's charges re Corporation Tax Returns and Service Charge Accounts in 2021 are in fact for two years covering both 2020 and 2021 as the 2020 charge was not reflected in the 2020 accounts.

In addition to the costs shown above, our auditor, Grant Thornton completed ICMA comfort letter works in respect of a new loan from Retail Charity Bonds Plc which was issued during the year. These works cost £46,968 including VAT and are to be amortised over the life of the loan.

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4 WAGES AND SALARIES

	2021 £	2020 £
Summary of wages and salaries allocation in respect of:		
Residents' care costs	**32,365,174**	30,440,625
Head Office costs	**895,485**	882,038
Rental costs	**23,958**	25,628
	33,284,617	31,348,291
Analysis of wages and salaries:		
Salaries	**27,104,370**	25,492,807
National insurance costs	**1,994,287**	1,651,062
Pension costs	**942,984**	842,338
Apprenticeship Levy	**122,536**	105,505
Agency staff	**2,408,662**	2,186,917
Training	**221,537**	281,932
Recruitment	**109,556**	213,357
Other staff costs	**380,685**	574,373
	33,284,617	31,348,291

During the year, a small number of staff were furloughed due to the pandemic either as a result of them shielding or, in the case of some Head Office based staff, because restrictions caused by Covid-19 meant there was insufficient work within all departments to maintain usual staffing levels. As a result, £275,843 was claimed under the Coronavirus Job Retention Scheme and this has been included as income under Covid-19 funding.

Central staff costs are allocated solely to unrestricted funds with 75% apportioned to residents' care costs and 25% to head office costs. Each member of central staff will support homes in varying degrees; some fully and some to a much lesser extent. Therefore, this split is considered an appropriate allocation.

As at 31 March 2021, total pension contributions still to be paid over to employees' policies amounted to £141,374 (2020: £132,444).

The average number of persons employed during the year was:

	2021 FTE	2021 Number	2020 FTE	2020 Number
Residents' care	**1,096**	**1,360**	1,042	1,375
Head office – Homes' support	**33**	**35**	29	33
Head office – Central administration	**11**	**12**	10	11
	1,140	**1,407**	1,081	1,419

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4 WAGES AND SALARIES - Continued

The number of employees whose emoluments amount to over £60,000 in the year was as follows:

	2021 Number	2020 Number
£60,001 to £70,000	2	3
£70,001 to £80,000	6	3
£80,001 to £90,000	3	2
£90,001 to £100,000	1	-
£100,001 to £110,000	-	1
£120,001 to £130,000	1	-
£140,001 to £150,000	-	1
£180,001 to £190,000	1	-
	14	10

Pension contributions paid on behalf of the 14 employees above for the year amounted to £58,169 (2020: £45,092 for ten employees).

Key management personnel consist of the Chief Executive, Chief Financial Officer, Director of Quality and Compliance, Director of Business Development and three Divisional Directors whose total employment benefits for the year including employer's national insurance and pension contributions were £844,686 (2020: £549,104 although figures are not directly comparable due to staff structure changes in February 2020).

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5 SUBSIDIARY RESULTS

Greensleeves Developments Limited (company number 02898839 – Registered Office at 54 Fenchurch Street, London EC3M 3JY) is a wholly owned dormant subsidiary of the Charity. It has in issue 4 Ordinary Shares with a nominal value of £1 and has not traded throughout the current or prior year, generating neither a profit nor loss. Its net assets at the end of both years amounted to £56 and these are consolidated in the Balance Sheet shown on page 26.

Whitegates Investments Limited (company number 6751602 – Registered Office at 54 Fenchurch Street, London EC3M 3JY) is a wholly owned subsidiary of the Charity that was acquired on 31 July 2020.

Whitegates Retirement Home Limited (company number 3927420 – Registered Office at 54 Fenchurch Street, London EC3M 3JY) is a wholly owned subsidiary of Whitegates Investments Limited. It formed part of the acquisition of the Whitegates home.

Both of the Whitegates companies relate to the Whitegates care home in Westfield, East Sussex which was added to the Trust's portfolio of homes in July 2018 as part of the acquisition. They are currently in the process of being liquidated. The process appears to have been delayed due to Covid-19 as the liquidator is still waiting on HMRC.

For the year ended 31 March 2021, all companies were entitled to exemption from audit under section s479A of Companies Act 2006.

The Charity's investment in subsidiaries is summarised as follows:

	Investment in subsidiaries £
As at 1 April 2020	**104**
Additions during the year	**-**
As at 31 March 2021	**104**

6 TRUSTEE AND RELATED PARTY TRANSACTIONS

The Trustees received no remuneration for their services during the current or prior year. Trustees were reimbursed a total of £40 for travel expenses incurred during the year which is substantially lower than the £2,324 reimbursed in 2020. The reduction is a result of the Covid-19 travel restrictions seen throughout the year.

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7 TANGIBLE ASSETS – All Charity

	Freehold property £	Long term leasehold property £	Computer equipment £	Furniture and equipment £	Motor vehicles £	Total £
Cost						
At 1 April 2020	79,823,167	1,972,358	1,108,662	5,093,584	189,206	88,186,977
Disposals in year	**(14,459)**	**-**	**-**	**-**	**-**	**(14,459)**
Additions during the year	**12,722,964**	**119,546**	**191,411**	**701,353**	**28,200**	**13,763,474**
Written off during year	**-**	**-**	**(2,233)**	**(301,705)**	**-**	**(303,938)**
At 31 March 2021	**92,531,672**	**2,091,904**	**1,297,840**	**5,493,232**	**217,406**	**101,632,054**
Depreciation						
At 1 April 2020	5,900,000	187,808	845,487	3,188,116	144,795	10,266,206
Disposals in year	**(6,052)**	**-**	**-**	**-**	**-**	**(6,052)**
Charge for the year	**1,785,884**	**57,863**	**245,489**	**879,604**	**21,344**	**2,990,184**
Written off during year	**-**	**-**	**(2,232)**	**(301,689)**	**-**	**(303,921)**
At 31 March 2021	**7,679,832**	**245,671**	**1,088,744**	**3,766,031**	**166,139**	**12,916,417**
Net book value at 31 March 2021	**84,851,840**	**1,846,233**	**209,096**	**1,727,201**	**51,267**	**88,685,637**
Net book value at 31 March 2020	73,923,167	1,784,550	263,175	1,905,468	44,411	77,920,771

Freehold property includes £29.7million of land (2020: £29.7 million) which is not depreciated.

Included under freehold property are assets with a net book value as at 31 March 2021 of £30.4million (2020: £32.3million) which are included at deemed cost less depreciation based on a valuation dated 1 April 2014 (the date of transition to FRS 102). The valuation was undertaken by Knight Frank.

Future capital expenditure contracted for at 31 March 2021 but not provided for in these accounts amounted to £4.9million (2020: £15.3million).

None of the above assets are used as security for the Trust's borrowings.

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8 DEBTORS – Group and Charity

	Group		Charity	
	2021	2020	**2021**	2020
	£	£	**£**	£
Amounts due within one year:				
Residential care home debtors	**1,383,701**	1,142,598	**1,383,701**	1,142,598
Other debtors	**54,604**	22,903	**54,500**	22,799
Prepayments and accrued income	**1,631,326**	1,703,192	**1,631,326**	1,703,192
	3,069,631	2,868,693	**3,069,527**	2,868,589

9 INVESTMENTS – All Charity

		2021		**2020**
		£		**£**
Market value at 1 April 2020		**1,631,771**		1,765,700
Add: additions to investments at cost		**37,344**		73,232
Book value of disposals in year				
Proceeds from sales	**(1,902,154)**		(4,333)	
Realised gain	**233,039**		812	
		(1,669,115)		(3,521)
Net unrealised (loss) / gain in the year		**-**		(203,640)
Market value at 31 March 2021		**-**		1,631,771
Cost at 31 March 2021		**-**		1,535,955

	2021	2020
	£	£
Investments are represented by:		
Schroder Charity Multi-Asset Fund	**-**	1,631,771

All investments were sold in October 2020 generating net gains of £233,039. This represented the difference between sales proceeds and their opening carrying value or their purchase value if acquired subsequent to the first day of the financial year.

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10 CREDITORS – Group and Charity

	Group		Charity	
	2021	2020	**2021**	2020
	£	£	**£**	£
Amounts due within one year:				
Trade creditors	**1,523,289**	1,937,324	**1,523,289**	1,937,324
Other creditors and accruals	**892,557**	1,426,523	**892,561**	1,426,527
Payments in advance	**907,333**	518,156	**907,333**	518,156
Residents' deposits	**1,319,208**	2,221,200	**1,319,208**	2,221,200
	4,642,387	6,103,203	**4,642,391**	6,103,207

Payments in advance relate to fee invoices raised before the year end which cover periods in the following year. It also includes monies paid in advance of future fees or refunds due to be made post year end. The amount of £518,156 at the end of 2020 was released in full in the year ended 31 March 2021.

The residents' deposits amount is decreasing as, in February 2020, we elected to no longer collect deposits from new residents. Current deposits will be repaid as residents leave the relevant home.

	Group	Charity		
	2021	2020	**2021**	2020
	£	£	**£**	£
Loans from Retail Charity Bonds Plc:				
Due 30 March 2026	**49,648,751**	49,578,462	**49,648,751**	49,578,462
Due 17 December 2030	**14,685,251**	-	**14,685,251**	-
	64,334,002	49,578,462	**64,334,002**	49,578,462

Loan from Retail Charity Bonds Plc – Due 30 March 2026

On 30 March 2017, Retail Charity Bonds Plc (RCB Plc) launched the Greensleeves Homes Trust Retail Charity Bond which was issued through their Retail Charity Bonds platform and is listed on the London Stock Exchange under stock code GSHT.

RCB Plc raised £33million from the issue of bond. It was issued for a period of nine years with a maturity date of 30 March 2026 and the option to extend the term by a further two years. It has a fixed rate of interest of 4.25%. All funds raised were loaned to the Trust on the same terms as the bond. Interest is paid six monthly in arrears. There is an annual arrangement fee at an initial rate of 0.1% of the loan which is payable six monthly in advance. This fee is subject to a yearly increase in line with the Retail Price Index.

Since the initial issue of £33million, a further £17million of bonds have been issued; £3million during the year ended 31 March 2019 and a further £14million during the year ended 31 March 2020 with the proceeds being loaned to the Trust in the two respective years at the same terms as the original advance. The effective interest rate of the two retained bonds tranches is lower than the 4.25% as both were issued at the price the bond was trading at when they were issued.

In total, costs in respect of all tranches of £599,937 have been capitalised and are being amortised over the term of the loan. Of this amount, £50,105 was incurred during this year.

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10 CREDITORS – Group and Charity - continued

Loan from Retail Charity Bonds Plc – Due 17 December 2030

On 17 December 2020, RCB Plc launched a second Greensleeves Homes Trust Retail Charity Bond. Similarly to the first bond above, this was issued through their Retail Charity Bonds platform and is listed on the London Stock Exchange under stock code GHT2.

This bond is for a total of £25m with £15m being issued initially. The retained portion of £10m is available for potential drawdown in the future. The bond was issued with a term of ten years with an expected maturity date of 17 December 2030. There is the option to extend the term for a further two years. It was issued at a fixed rate of interest of 5%. The entire £15m of the initial issue was loaned to the Trust on the same terms as the actual bond. Interest is to be paid six monthly in arrears. There is an annual arrangement fee of 0.1% payable six monthly in advance which is subject to an annual increase in line with the Retail Price Index.

Set up costs of £324,066 are to be amortised over the term of the loan.

The year-end position of the loans was as follows:

	2021 Due 30 March 2026 £	2021 Due 17 December 2030 £	2021 Total £	2020 Due 30 March 2026 Only £
Loan value				
As at 1 April 2020	**50,000,000**	**-**	**50,000,000**	36,000,000
Borrowed during the year	**-**	**15,000,000**	**15,000,000**	14,000,000
As at 31 March 2021	**50,000,000**	**15,000,000**	**65,000,000**	50,000,000
Capitalised costs				
As at 1 April 2020	**(421,538)**	**-**	**(421,538)**	(440,346)
Costs incurred during the year	**-**	**(324,066)**	**(324,066)**	(50,105)
Amortisation of capitalised costs	**70,289**	**9,317**	**79,606**	68,913
As at 31 March 2021	**(351,249)**	**(314,749)**	**(665,998)**	(421,538)
Balance shown in the balance sheet	**49,648,751**	**14,685,251**	**64,334,002**	49,578,462

Both loans are unsecured and have two main covenants.

At the year end the total amount of loans outstanding was repayable as follows:

	Group		Charity	
	2021 £	2020 £	2021 £	2020 £
Due within one year	**-**	-	**-**	-
Due between two and five years	**49,648,751**	-	**49,648,751**	-
Due after more than five years	**14,685,251**	49,578,462	**14,685,251**	49,578,462
	64,334,002	49,578,462	**64,334,002**	49,578,462

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11 OPERATING LEASES – All Charity

All operating leases are in respect of property namely our homes De Lucy House in Diss, Norfolk, Lavender Fields in Seal, near Sevenoaks, Kent and The Orchards in Ely, Cambridgeshire.

Rents paid in the year and recognised as an expense in these financial statements amounted to £2,165,185 (2020: £1,623,040) split De Lucy House £499,600 (2020: £489,767), Lavender Fields £1,090,511 (2020: £730,904) and The Orchards £575,074 (2020: 402,369).

On 20 July 2019, an additional agreement to enter into an operating lease was signed in respect of a new home, Buckler's Lodge in Crowthorne, Berkshire. This is an 80 bed home which is currently under construction. Completion is anticipated for December 2021. The lease is for a term of 35 years.

On 19 March 2021, contracts were signed for a 64 bed leasehold home to be located on the site of the Springfield Hospital in Tooting, London. Construction is scheduled to commence in spring / summer 2021. Completion is anticipated for autumn / winter 2022. The lease is for a term of 35 years.

At the balance sheet date, the Charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases which fall due as follows:

	Due within one year £	Due within two to five years £	Due after five years £	Total £
De Lucy House	**504,000**	**2,015,000**	**12,284,000**	**14,803,000**
Lavender Fields	**1,117,000**	**3,542,000**	**24,154,000**	**28,813,000**
The Orchards	**578,000**	**2,314,000**	**16,369,000**	**19,261,000**
Buckler's Lodge	**309,000**	**4,680,000**	**27,768,000**	**32,757,000**
Springfield Hospital	**-**	**3,126,000**	**25,438,000**	**28,564,000**
Total as at 31 March 2021	**2,508,000**	**15,677,000**	**106,013,000**	**124,198,000**
Total as at 31 March 2020	2,148,000	7,999,000	54,073,000	64,220,000

The amounts payable increase annually over the course of the leases in line with the Retail Price Index. The amounts shown above make no assumption for this and are based on the current annual rent or the initial annual rent in respect of the two future homes.

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12 FUNDS – Group

	At 1 April 2020 £	Income £	Expenditure	Investment (losses) £	Transfer between Funds £	At 31 March 2021 £
Unrestricted						
General funds	29,622,635	**45,377,347**	**(49,005,297)**	**233,039**	**81,825**	**26,309,549**
Revaluation reserve	10,145,927	**-**	**(104,933)**	**-**	**-**	**10,040,994**
Total unrestricted funds	39,768,562	**45,377,347**	**(49,110,230)**	**233,039**	**81,825**	**36,350,543**
Restricted						
Amenity funds	580,614	**94,518**	**(18,584)**	**-**	**(54,750)**	**601,798**
Covid-19 funding	-	**2,392,929**	**(2,281,632)**	-	**(27,075)**	**84,222**
Total restricted funds	580,614	**2,487,447**	**(2,300,216)**	**-**	**(81,825)**	**686,020**
Total funds	40,349,176	**47,864,794**	**(51,410,446)**	**233,039**	**-**	**37,036,563**

General funds are unrestricted funds held for the general objects of the Trust's work.

The revaluation reserve represents the remainder of the increase in freehold homes property values that arose on transition to FRS 102 and the adoption of a deemed cost valuation. The £104,933 reduction in the year reflects the increased depreciation which arose as a result and is charged to income and expenditure.

The amenity funds represent monies raised by each home to be spent on specific projects and activities in that home.

The Covid-19 funding represents the receipt and use of specific Covid-19 funding received in the year. It includes monies claimed under the Coronavirus Job Retention Scheme and monies received from the Infection Control Fund, Rapid Testing Fund and Workforce Capacity Fund. The balance of £84,222 represents funds that had not yet been used on 31 March 2021.

Transfer between funds - £54,750 represents the purchase of motor vehicles and activity equipment for the residents' use at various homes which were funded by amenity funds and £27,075 represents capital equipment that was purchased using Covid-19 funding received during the year.

13 ANALYSIS OF ASSETS BETWEEN FUNDS

	Restricted funds £	Revaluation reserve £	General funds £	Total £
Fixed assets	**-**	**10,040,994**	**78,644,643**	**88,685,637**
Other current assets	**686,020**	**-**	**16,641,295**	**17,327,315**
Current liabilities	**-**	**-**	**(4,642,387)**	**(4,642,387)**
Long term liabilities	**-**	**-**	**(64,334,002)**	**(64,334,002)**
Total net assets	**686,020**	**10,040,994**	**26,309,549**	**37,036,563**

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14 TAXATION

Greensleeves Homes Trust is a registered charity and is exempt from taxation on its income and gains to the extent they are applied in pursuance of its charitable purposes.

15 CONNECTED ENTITIES

The following entity is connected to the Trust by virtue of common or related objects or by unity of administration:

WRVS Trust – A charitable Trust supporting the activities of Greensleeves Homes Trust and the Women's Royal Voluntary Service whose responsibility is to distribute legacies on receipt to the appropriate legatee. There were no transactions during the year.